

Prosperous Staffordshire Select Committee

Thursday, 17 December 2015

10.00 am

Oak Room, County Buildings, Stafford

Please note: at the conclusion of this meeting there will be a member workshop to develop lines of enquiry in advance of the January Select Committee meeting and consideration of School Improvement commissioned services.

John Tradewell
Director of Strategy, Governance and Change
9 December 2015

A G E N D A

1. **Apologies**
2. **Declarations of Interest**
3. **Minutes of the Prosperous Staffordshire Select Committee held on 12 October 2015** (Pages 1 - 8)
4. **Sportshire Strategy and Major Events Evaluation** (Pages 9 - 80)

Report of the Cabinet Member for Economy, Environment and Transport
(please note colour copies of the report and appendices are available on the County Council website)
5. **Review of Scrutiny of Governance and Report Arrangements on Infrastructure+** (Pages 81 - 102)

Report of the Select Committee Working Group
6. **Impact of SEND reforms** (Pages 103 - 108)

Report of the Cabinet Member, Learning and Skills
7. **Pupil Premium Plus Policy** (Pages 109 - 124)



8. **Work Programme** (Pages 125 - 140)
9. **Exclusion of the Public**

The Chairman to move:-

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

Part Two

(All reports in this section are exempt)

nil

Committee Membership

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

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

Minutes of the Prosperous Staffordshire Select Committee Meeting held on 12 October 2015

Present: Simon Tagg (Chairman)

Attendance	
Maureen Compton	Rev. Preb. M. Metcalf
Tim Corbett	Paul Woodhead
Carol Dean	Mike Worthington
Ian Hollinshead	Candice Yeomans
David Loades (Vice-Chairman)	

Also in attendance: Gill Heath and Mark Winnington

Apologies: Len Bloomer, Geoff Martin and Sheree People

PART ONE

18. Declarations of Interest

Mr Paul Woodhead declared an interest in minute number 20 in his capacity as “OurstoEnjoy” campaign organiser on the 38 Degrees website.

19. Minutes of the Prosperous Staffordshire Select Committee held on 4 September 2015

RESOLVED – That the minutes of the Prosperous Staffordshire Select Committee held on 4 September 2015 be confirmed and signed by the Chairman.

20. Countryside Estate Review

The Select Committee had previously received details of the Countryside Estate Review at its meeting of 18 December 2014 and 4 September 2015. A small group of members had also visited a number of sites across the County with members of the Ranger Service, and had reported their findings to the Select Committee.

At its 4 September meeting the Select Committee had 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 the initial engagement process and of a benchmarking exercise had now been analysed and a number of options discounted.

Four options remained:

Option A: Maintain the current arrangement and enhance the development	Continue with the current management and ownership arrangement but develop	This option is most suitable for Chasewater, Cannock
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strategy	strategies with the aim of increasing income from individual sites and boosting community involvement	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 area. This could include pooling of resources and skills to generate economies of scale.	This option is equally applicable across the estate
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

Members heard that these options were not mutually exclusive and a combination of options could be considered where appropriate.

At their 4 September meeting the Select Committee had indicated they could support options 2, 8 and 9, and option 5 with an amendment to the wording. The four options now proposed included option C "to establish a multi agency partnership of landowners to actively manage all green space sites in a specific area." This correlated with option 6 from the previously considered 10 options and Members asked the Cabinet Member, Economy, Environment and Transport, what his rationale had been for including this option when the Select Committee had indicated they were unable to support it. The Cabinet Member indicated that whilst he had sought Select Committee's views on the options the decision was his to make based on what he felt offered best management of sites. Members asked that, in light of this, the sentence at point 9 in the report saying "These options are in line with the Select Committee's recommendations on 4 September" should be removed as it was incorrect.

Members noted that since their 4 September meeting three sites had been excluded from the review and asked the reason for this. The Cabinet Member indicated that these three sites, Broad Lane, Essington, Wimblebury Road and Branston, had no public access and did not fit into the Countryside Estate Review. They had therefore been removed from the Review and would be considered by the Penda Property Partnership.

The Select Committee suggested that to enable effective consultation there needed to be greater clarity on the four options being considered. After some debate it was agreed that examples could be given to illustrate the options. Members emphasised the need for those taking part in the consultation to understand the options being presented and what these could look like in practice.

No figures had been included in the report showing savings that could be made dependent on the options chosen and Members asked whether an estimated saving had been identified. The service currently cost £1 ½ m to maintain and the Cabinet Member wanted to ensure Staffordshire residents were getting the best offer they could, however no saving figure had been identified.

RESOLVED – That:

- a) the following sentence at point 9 of the report be removed: “These options are in line with the Select Committee’s recommendations on 4 September”;
- b) greater clarity be given to the 4 options prior to the formal consultation process, to include illustration of how each option could work; and
- c) a further report be brought to the Select Committee with the consultation results prior to April 2016 Cabinet decision on this issue.

21. The Growth Fund including the work of the Education Trust

The Select Committee received a presentation on progress to date of the Staffordshire Growth Deal and the Education Trust. The Growth Deal included a range of infrastructure, transport, skills and town centre projects across Staffordshire and Stoke-on-Trent to the value of £153m. These projects had the potential to create more than 11,000 jobs, facilitate the delivery of 8,000 new homes and improve outcomes for more than 1,000 learners by 2021 across Staffordshire and Stoke-on-Trent.

Members considered a list of projects and an overview of progress made, highlighting the Meaford Major Employment Site, Bericote Four Ashes and the Stafford Weston Access Route. The Lichfield Park project was due to be completed in November with the potential to create 1100 new jobs in this high quality employment site. This had been the first Growth Deal project to go live, mainly due to the restricted time schedule for demolishing the railway bridge, which had to be completed over a 48 hour period during Christmas and Boxing Day 2014. The County Council’s engineers were praised for the fantastic work they had done in ensuring this work was completed within that very tight timescale and with the least disturbance to the general public. The new bridge would allow HGV access to the site.

Members had received a draft copy of the Education Trust Skills Strategy 2015-2020. It was widely acknowledged that there was a direct correlation between skills, productivity and employment. 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 the County had aspirations for economic growth should be fundamental priorities for economic development. The Local Enterprise Partnership’s (LEP) Education Trust was a crucial part of realising these aspirations.

The Education Trust worked with business, business groups, education, training providers and the public sector to raise aspirations and achievement. There were an ambitious set of projects driven by the Trust to bring business closer to the education sector. The Trust's vision was to shape a high performing, relevant and responsive education and skills system that met today's business needs and anticipated the challenges and opportunities of tomorrow. The Trust aimed to increase the number of people in employment, particularly in growth sectors, and growth in productivity as people and businesses had the right skills and opportunities to use them in work.

It was an ambition to create 50,000 jobs within Staffordshire and Stoke-on-Trent over the next 5 years and to create 80,000 apprenticeship starts in the same time period. A Staffordshire Apprenticeship Ladder had been developed to ensure more businesses were aware of the benefits of apprenticeships and that more young people were apprenticeship ready. Thirty-two businesses had signed up to this already. Members heard of the Apprenticeship Business Helpline set up as part of the Growth Hub and of the Annual Apprenticeships awards and graduation ceremony. 500 higher apprenticeships were being co-commissioned to increase the progression to higher level skills.

There was an ambition to improve information, advice and guidance around apprenticeships to enable young people and adults to make informed choices regarding their career pathways. Clear progression pathways were being developed from school and college to enable young people who wanted an apprenticeship to be ready and aware of the opportunities in the local community. An all age career guidance strategy would be developed to provide a high quality and standardised career guidance offer.

Members heard about the Adults Skills Pilot, one of only three skills pilots in the country. This project attempted to align over £20m of skills and training investment delivered by FE Colleges with the key sector priorities for the area and was demonstrating a shift in more students taking higher courses in the growth sectors. An advanced manufacturing and engineering hub had secured investment from the City Deal and the Growth Deal through the LEP with £12m of public and private investment for 4,000 students and apprentices and 345 businesses. Members also heard about the ambition to create a Skills for Growth Hub, providing employer led skills programmes and developing programmes aimed at engaging and equipping individuals through education and training to meet their potential. A business led steering group would be established to oversee the Skills Hub.

Members asked for clarification on the difference between an apprenticeship and a traineeship. The traineeship was a pre-apprentice programme which improved young people's initial skill set, including their English and Maths, to enable them to achieve the required skills to access apprenticeship courses. Members felt basic English and Maths skills should be acquired in schools and had concerns that this was not being addressed.

The Select Committee asked whether the 80,000 apprenticeship starts in 5 years was a realistic figure. Last year had seen the number of apprenticeships double and whilst there was clearly still a lot of work to do the target was achievable. Members also asked how many of these apprenticeships actually resulted in a job offer at the end and referred to the old YTS schemes where very often there had been no job opportunity at

the end of the placement. Nationally 90% of individuals undertaking an apprenticeship programme ended in full time employment.

Members asked for clarification on those referred to as inactive and were informed that these were people who were not actively looking for work due to, for example, ill health. EU funding was available to support work with people who face complex barriers to move into work.

Members asked whether there were enough FE college places in Staffordshire, particularly in engineering and science. They were informed that this was a critical area, with £3m investment within engineering across Tamworth and Stoke FE Colleges and Martec private training provider. Investment of £9m at the Rodbaston site of South Staffordshire College had been agreed for 2016 creating an agricultural STEM centre (science, technology, engineering and maths).

The Select Committee was informed that a review of FE colleges was being undertaken. The Cabinet Member, Economy, Environment and Transport, informed Members that the FE sector would be contracting and in future it was likely that FE colleges would have a specific specialism, offering courses around that identified specialism. He explained that Ofsted would have a part to play in ensuring colleges were providing good quality education and learning.

The key to a healthy economy was ensuring Staffordshire had a mixed economy. STEM courses were a high priority as they formed the base skills for many jobs leading to a wide range of pathways.

RESOLVED – That the Select Committee welcomes the progress made in relation to the Stoke-on-Trent and Staffordshire Growth Deal and Education Trust.

22. Libraries in a Connected Staffordshire - Part 5 Mobile and Travelling Library Review

The Select Committee had previously received details on work to reposition and adapt the mobile and travelling library service at its meeting of 1 June 2015. Initial proposals for this service had been developed following an analysis of use, financial performance and six principles that aimed to ensure people with the greatest need continued to have access to the mobile and travelling library service.

Recent analysis had demonstrated that a small percentage of the Staffordshire population were members of the Mobile and Travelling Library Service, being 2.7% of total visits to all Staffordshire Libraries in 2014/15, visits had also declined by 15% during the last four years. Members received details of the communities reached and the current stops made by the Service and of the costs involved.

Public consultation on the proposals had taken place between 1 July and 2 September 2015. 1054 responses had been received to the consultation, which equated to 10% of all registered users and over a quarter of all active borrowers. Over 400 people engaged in public events. 94% of respondents agreed with the principle to continue providing a service to those in greatest need. 52% of respondents indicated the proposed changes would make it more difficult to access the service. 75% of respondents indicated they

would continue to use the Mobile and Travelling Library service, with 12% indicating they would use a static library instead.

Members received details of the proposals, which were around the number , and length of stops, and the routes taken. The Select Committee also received details of changes made as a result of the consultation to proposed routes. 24 people would require a housebound service as a result of the proposals. The loan period would also be extended to four weeks to coincide with the two weekly timetable of travelling library visits. A saving of £350,000 to the annual budget for the Mobile and Travelling Library Service would be realised if the proposed realignment outlined to Members were agreed.

Members asked whether multi use of the vehicles had been considered, working with partners to provide a range of services. Shared use had been undertaken in the past, with an example given of careers guidance information being given. This shared use would be developed in the future, similarly to existing partnership use within the static library service.

The home reader service was becoming increasingly important, with closer working with adult health and social care. This service also offered wider benefits for service users, often building close supportive relationships.

The Select Committee asked what impact the proposed service changes would have on staffing. There would be a staff reduction, with a 9.28 full time equivalent (fte), leaving 9.81fte staff members.

RESOLVED – That:

- a) the proposed realigned model for Staffordshire’s Mobile and Travelling Library Service be noted;
- b) Officers be congratulated on the thoroughness of this process and their endeavour in amending proposals where appropriate as a result of the consultation findings; and
- c) a future report be brought to the Select Committee analysing how the changes have impacted on service users.

23. Work Programme

The Select Committee received a copy of their current work programme. Members were reminded that the Heavy Goods Vehicle Inquiry Days were taking place in October and November. Entrust were due to attend a Select Committee meeting in January 2016 and Members suggested a preparation meeting be held at the conclusion of their December meeting to consider the range of questions and information they would request from Entrust representatives.

RESOLVED – That the work programme be noted.

Chairman

Local Members' Interest
N/A

Prosperous Staffordshire Select Committee – 17th December 2015

Sportshire Strategy and Major Events Evaluation

Recommendations

1. The Prosperous Staffordshire Select Committee provides comment regarding the refreshed Sportshire strategy ahead of the Cabinet meeting on 20th January.
2. The Committee considers the economic and social impact of the Sportshire major events programme to date.
3. The Committee considers an overarching set of principles which guides future event tenders.
4. The Committee considers proposals regarding the expansion of Staffordshire County Council's (SCC) major events portfolio, specifically tenders for the Great Swim series event and the 2017 UK Corporate Games, subject to additional funds being identified to meet the costs should the bids be successful.

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

Report

Background

5. Staffordshire County Council acknowledges the power that a strong sport and leisure offer has in generating visitors, jobs and prosperity within our County. In recognition of this and the well-documented health benefits of an active community, the County - in partnership with Sport Across Staffordshire and Stoke-on-Trent (SASSOT) - began the development of a Sportshire strategy and in September 2013, recruited a Sportshire Coordinator.
6. To date significant progress has been made towards the attainment of Sportshires initial strategic objectives. Using learning to date and input of stakeholders, a refreshed strategy has been produced. The 2016-2020 strategy responds to new corporate priorities and the current sporting, economic and health landscapes.
7. By the request of the Chief Executive Officer, the Prosperous Staffordshire Select Committee is asked to scrutinise the impact of the major events programme and review recommendations for future activities.

Introduction to Sportshire

8. The Sportshire agenda represents a new direction of travel in relation to the traditional local authority sport and leisure offer. This agenda aims to capitalise on the broader benefits of sport and particularly its contribution to a number of corporate priorities, such as economic regeneration, improving health and wellbeing and raising the profile/ reputation of Staffordshire regionally and nationally.
9. The realisation of these objectives contributes significantly to Staffordshire County Council's priority outcomes of enabling residents to:
 - a. Access more good jobs and feel the benefits of economic growth.
 - b. Be healthier and more independent.
 - c. Feel safer, happier and more supported in and by their communities.
10. To drive the concept, it was determined that focus should be given to the delivery of four key strategic objectives:
 - a. Staffordshire is known nationally as a "Sporting Destination" with a high-performing visitor economy.
 - b. The area hosts a calendar of significant sporting events, delivering economic growth, promoting Staffordshire and inspiring further participation.
 - c. The County has a thriving sports industry, which provides high levels of employment for local people.
 - d. Our residents participate regularly in sport and physical activity and enjoy the health benefits of an active lifestyle.
11. During the first 24 months of delivery significant progress has been made towards the attainment of these strategic objectives, proving the Sportshire concept has merit. The refreshed strategy refocuses the agenda, responding to new corporate priorities and the current sporting, economic and health landscapes. A copy of the 2016-2020 strategy can be found in **Appendix A**.

Major Events – A Rationale

12. Sports tourism is one of the fastest growing sectors not only within the leisure sector but also the global travel industry. The Olympic, Paralympic and Commonwealth Games stimulated the sector and last year over £1.1 billion was spent by live sport visitors in the UK. However, industry experts report the fastest growing trend is amongst tourists that travel to participate in sporting events. Increasingly, people are booking holidays around participation in an event or competition. These tourists are often high-spending and accompanied by non-participating friends or relatives, increasing the economic benefit to the destination. Sports tourism therefore represents the greatest opportunity for Staffordshire's visitor economy. This evidence formed the basis of the strategy to bid for and host international, mass participation sporting events within the county
13. In 2014, we successfully tendered and delivered two major sporting events: Ironman Staffordshire 70.3 (three year contract) and the 2015 UK Corporate Games. These events attracted an estimated 16,000 visitors into the area, creating an economic impact of 5.4 million pounds.

Ironman Staffordshire 70.3

14. The Ironman Staffordshire 70.3 is a long distance triathlon consisting of a 1.2-mile (1.9 km) swim, a 56-mile (90 km) bike ride, and a 13.1-mile (21.1 km) run. The course takes in four Staffordshire's districts (Cannock, East Staffordshire, Lichfield and Stafford) featuring a number of key visitor destinations including Chasewater, Cannock Chase and the Shugborough Estate.
15. Ironman, a global brand with over 100 races worldwide (featuring 200,000 athletes) and an estimated 2 million live spectators, offered a unique proposition for Staffordshire. It is broadly acknowledged as one of the most respected brands in sport. This global reach provides an ideal platform from which to promote Staffordshire internationally. This was reflected in the entry demographic; the race attracted 2600 participants from 36 countries, with competitors travelling from destinations such as Australia, New Zealand and America.

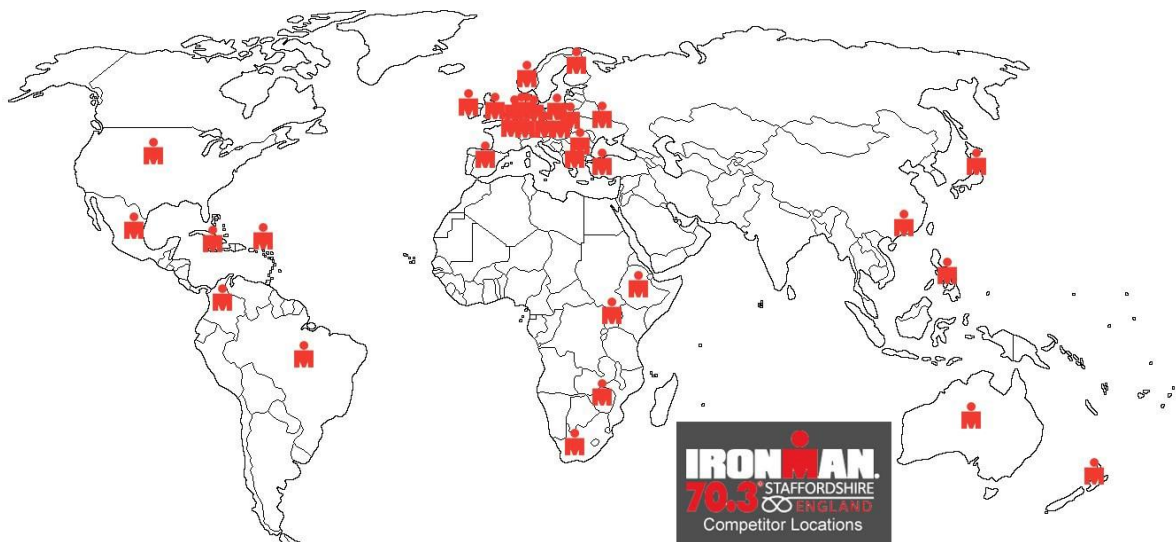


Diagram 1 Country of residence of Ironman 70.3 Staffordshire competitors

16. The profile of event was further raised by celebrity participation including Gordon Ramsey, Danny Mills, Charlie Webster and World Champion and Olympic medallist Javier Gomez. The highlights package was broadcast by 27 channels in Europe, North and South America, the Middle East, Africa, Asia and the Pacific. The impact from a communications perspective can be found in **Appendix B**.
17. The inaugural Ironman Staffordshire 70.3 undoubtedly delivered against our objectives from place marketing, social and economic perspectives. The full Ironman impact assessment can be found in **Appendix C**. A breakdown of some of the key findings can be found below:
 - a. The event sold out in 14 minutes, making it the fastest selling event in global Ironman history.
 - b. Over a million pounds spent by athletes and spectators (this doesn't include the Ironman spend on the local supply chain, estimated as £750,000 or causal spectators)

- c. 86% of competitors surveyed said would return to Staffordshire (85% would recommend it to others)
 - d. 87% rated their stay as good or very good.
 - e. 82% agreed that training for IM improved their general health and wellbeing.
 - f. 23% felt the event had encouraged them to become a member of a sports club.
 - g. 23% said it had encouraged them to volunteer.
 - h. The television package has been broadcast by 27 channels to-date (in European, North and South American, Middle East, Africa, Asia and Pacific regions) with a
 - i. reach of over 255 million viewers.
18. The event did pose operational challenges. The scale of the road closures (over 60 miles, lasting up to five hours) created some resistance from local residents and SCC's communication strategy was criticised. Working with the communication team we have developed a plan to mitigate this in years two and three; this includes monthly newsletters, parish council engagement events and activities across our all our digital platforms.
19. The cost of Ironman to SCC is £300,000 over three years (procurement of the licence fee 2015 to 2017). This equates to a ROI of 16% (or a £16 return for every £1 invested). When considered alongside the broader social impacts of the event this represents a sound, value-for-money investment.

2017 UK Corporate Games

20. The UK Corporate Games (UKCGs) represented a more business-focused opportunity. The event is Europe's largest festival of sport for businesses, operating in 60 cities across 30 countries and boasting over a million participants.
21. In 2014, an alliance of partners led by SCC (Staffordshire & Keele Universities, Stoke City Council, Newcastle Borough Council and Newcastle 6th Form College) won a competitive tender process to host the Games in 2015.
22. 64 organisations entered the Games with over 4000 competitors participating. The Games attracted some of the largest multi-national corporations based in the UK to the area; notable companies include EDF, IBM, Intel, Virgin Trains, KPMG and Allianz. Locally over 25 companies participated including: Alton Towers, Alstom, Bet 365 and The Sentinel. The 24 sports took place in venues across the county including Keele & Staffordshire Universities, Trentham Gardens and Fenton Manor.
23. Alongside the festival of sport, the Local Enterprise Partnership (LEP) chair David Frost hosted an afternoon reception for executive guests of competing organisations enabling them to "sell Staffordshire" and deliver key inward investment messages.
24. Evaluating the economic impact of the UK Corporate Games has proved challenging. Participating companies typically paid for competitors' overnight accommodation, travel and subsistence and have been unwilling to share information on total spend. Consequently, we used Staffordshire survey data alongside previous visitor research and economic impact assessments, to extrapolate economic impact for UKCG 2015.

Key Highlights:

- a. £3,089,827 was spent by competitors during the Games
- b. 4460 participants competed in the Games, from 64 businesses
- c. 79% of competitors travelled from outside of Staffordshire, 8.6% from outside of the UK.
- d. 89% stayed overnight in the County.
- e. The majority, 71%, stayed over two nights generating approximately £652,125.
- f. Both Universities sold out all available accommodation and hosted corporate functions.
- g. 91% of participants considered themselves to be either extremely satisfied or satisfied with their experience of the Games
- h. Over 40% of those participating were encouraged to make positive lifestyle changes

A full break down of findings and supporting infographic can be found in **Appendix D & E**

25. The commercial value of the event was significant; SCC's investment was 22.5k with a ROI of £136 for every £1 invested. The alliance was delighted with the opportunities the Games provided. The universities particularly pleased with the event's capacity to generate income (Keele University alone took £160,000) and the opportunity to showcase their conferencing and hospitality facilities to a potentially lucrative audience.
26. Learning from the 2015 event was that more could have been done to engage visiting businesses more formally. Liverpool, the hosts of the 2016 UKCG, are demonstrating the potential of this approach by hosting the Games alongside the International Festival of Business in partnership with UK Trade & Investment. Any future bid to host the UKCG should be designed with the LEP agenda at its core.

Major Events Programme – Recommendations

27. Having examined the success of Ironman and UKCG it is clear that delivering a major events programme in Staffordshire is an effective mechanism of not only achieving the Sportshire objectives but of making robust contributions to the wider business objectives of the County Council. Based on these findings it is our recommendation that we continue to broaden our portfolio and invest in major events.
28. In order to ensure events continue to deliver against our corporate priorities, four overarching principles have been developed. When assessing the merits of tendering for a particular event, that event must fulfil a minimum of three of the four criteria below.

Criteria	Description	SCC Commissioning Priority
Improves residents health & wellbeing	The event promotes physical activity and sports participation by providing competition opportunities to a range of demographics including older adults, families, young people, those with disabilities and disadvantaged groups.	Living Well Ready for Life Enjoying Life
Creates a positive economic impact	The event generates a substantial economic impact, via visitor spend, inward investment or the supply chain. With a ROI of no less than 5%.	Right for Business
Social impact and civic pride	The event stimulates community cohesion in host localities, enhancing resident's pride in the area in which they lives. Opportunities are provided to support and promote volunteering. There are links to other cultural activities.	Great Place to Live Resilient Communities Ready for Life
Builds reputation and profile	Significant media coverage is associated with hosting the event. This coverage provides a mechanism to enhance Staffordshire's appeal as a destination to visit, live and do business.	Right for Business Enjoying life

29. This criterion has been applied to two potential events and on this basis the recommendation to the Prosperous Select Committee is to submit tenders for a Great Swim event and UKCG 2017.

Great Swim

30. Great Swim is a series of televised open water swimming events, featuring elite and mass participation competition. The Great Run Company (who also own the Great Run brand) developed the concept of the Great Swim in 2008, with the first one mile open water event taking place in Lake Windermere. Since the inclusion of open water swimming in the 2008 Olympics, the sport has seen a surge in popularity, with Great Swim extending their series to include four additional venues (Loch Lomand, Salford Quays, Royal Victoria Docks and Alton Park, Suffolk). In 2015, over 22,000 swimmers entered the series, watched by over 500,000 spectators.
31. Great Swim is seeking to expand their series further and is currently accepting tenders from host locations for a "Great Midlands Swim". Our proposal is to submit a tender featuring Chasewater as the competition location.

32. We have undertaken an analysis of the impact of Great Swim events in

other host destinations; some of the key findings are below:

- a. Each participant brings, on average, 3.1 spectators with them to an event*
 - b. 30% of participants stay overnight in paid-for accommodation*
 - c. An estimated £118 per participant is spent on entertainment, food, beverages, travel and accommodation at each event*
 - d. Great North Swim has generated 2.6m in economic impact, representing a return of investment of £7.66 for every pound invested
 - e. TV coverage across the series in 2011 exceeded 2 million viewers
 - f. 16% of all competitors are *new* to swimming*
- *based on Great Swim Series Average

33. In its first year the Great Midlands Swim would aim to attract 1,500 competitors rising to 2,500 in its third year. The event would precede the Ironman event and would most likely take place in early June. A partner proposal can be found in **Appendix E**.
34. The licence fee required to secure the event is £125,000 per annum for three years. In addition there is the opportunity to procure a Great Swim local franchise. This enables the host venue to deliver swim training sessions throughout the year using brand new technology which allows participants to track swims and monitor progress. Not only can we use this as a tool to promote swimming but also create an income source for the Country Park. Conservative estimates suggest an annual profit of between £15,000 and £30,000 could be generated from the delivery of Great Swim Local.
35. The Great Swim event fulfils all four of our specified event criteria; creating economic impact via the visitor economy, promoting Chasewater as a key visitor attraction and improve participation in swimming within Staffordshire. The licence fee is competitive in comparison with the market value for this scale of event and represents good value for money.

UKCG 2017

36. Following the success of the 2015 UKCGs, organisers have invited the alliance to submit a tender for a future Games. Based on our analysis of this year's event, it can be demonstrated that UKCG fulfilled all of our specified event criteria; on this basis it is our recommendation to tender for the 2017 Games.
37. The technical specification for a 2017 bid would build on previous 24 competition venues, by adding additional sports and celebration sites. As previously mentioned, any tender would be developed in conjunction with the LEP and Inward Investment Team, to ensure we maximise any commercial opportunities. There would also be a focus on increasing the number of local businesses attending.
38. The total cost of the licence fee for UKCG would be a one of payment of £33,000. This would be matched by Stoke City Council. A further £33,000 would be sought from other stakeholders such as the universities and the LEP.

Conclusion

39. The Sportshire vision represents a new direction of travel for sport in Staffordshire. By creating a critical mass of facilities and experiences we can drive the development of jobs in the sports sector, stimulate our visitor

economy, contribute to private sector investment and increase participation figures. The new strategy will enable us to achieve a multi-agenda impact driving prosperity and improve the health for our residents.

40. Hosting mass participation events has delivered growth within the visitor economy through an increase in out-of-area visitor spend. Expanding our events portfolio will help further promote the County as a global destination for sport and enhance the credentials of our events industry.
41. Given the potential wider health, social and economic benefits to Staffordshire's local economy, the financial implications of the refreshed Sportshire Strategy to the County Council can be summarized in the following table overleaf:

New Sportshire Event	Funding Contributions Over 3 Years			
	Staffordshire County Council	Stoke on Trent City Council #	Other Partners #	Total Funding
Great Midlands Swim - License Fee *	£. 375,000	£. 0	£. 0	£. 375,000
UK Corporate Games - License Fee	33,000	33,000	33,000	99,000
Total 3 Year Funding Requirement	408,000	33,000	33,000	474,000

* represents £125k per annum over 3 years (2016/17 to 2018/19 inclusive)

Partner funding contributions are unconfirmed

42. At this stage, no budget provision currently exists to fund the County Council's contribution towards these new sporting event bids and partner funding contributions have yet to be formally confirmed, although Stoke on Trent City Council have verbally agreed.
43. If approval is granted to bid for these sporting events as part of the new Sportshire Strategy, and the bids are successful, then the County Council will need to fund a new 3 year pressure, totaling £408,000 (cumulative), from its current MTFS.

Responsible Officer:

Janene Cox
 Job Title: Commissioner for Tourism and the Cultural County
 Telephone No: 01785 278368
 Email: janene.cox@staffordshire.gov.uk

Appendix 1

Sportshire Strategy 2016 - 2020

Staffordshire County Council (SCC) acknowledges the power that a strong sport and leisure offer has in generating visitors, jobs and prosperity within our county. In recognition of this and the well-documented health benefits of an active community, the County - in partnership with Sport across Staffordshire and Stoke-on-Trent (SASSOT) - began the development of a Sportshire agenda and in September 2013 recruited a Sportshire Coordinator to develop a supporting strategy and delivery plan.

The Sportshire agenda represents a new direction of travel in relation to the traditional top tier local authority sport and leisure role.

In its first 2 years, Sportshire has aimed to capitalise on the broader benefits of sport and particularly its contribution to a number of SCC corporate priorities, such as economic regeneration, improving health and wellbeing and raising the profile of Staffordshire.

In order to best drive the agenda, it was determined that the focus for Sportshire should be on the delivery strategic objectives that would contribute directly to the Staffordshire County Council priority outcomes of enabling residents to:

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

And towards achieving SASSOTs mission statement of:

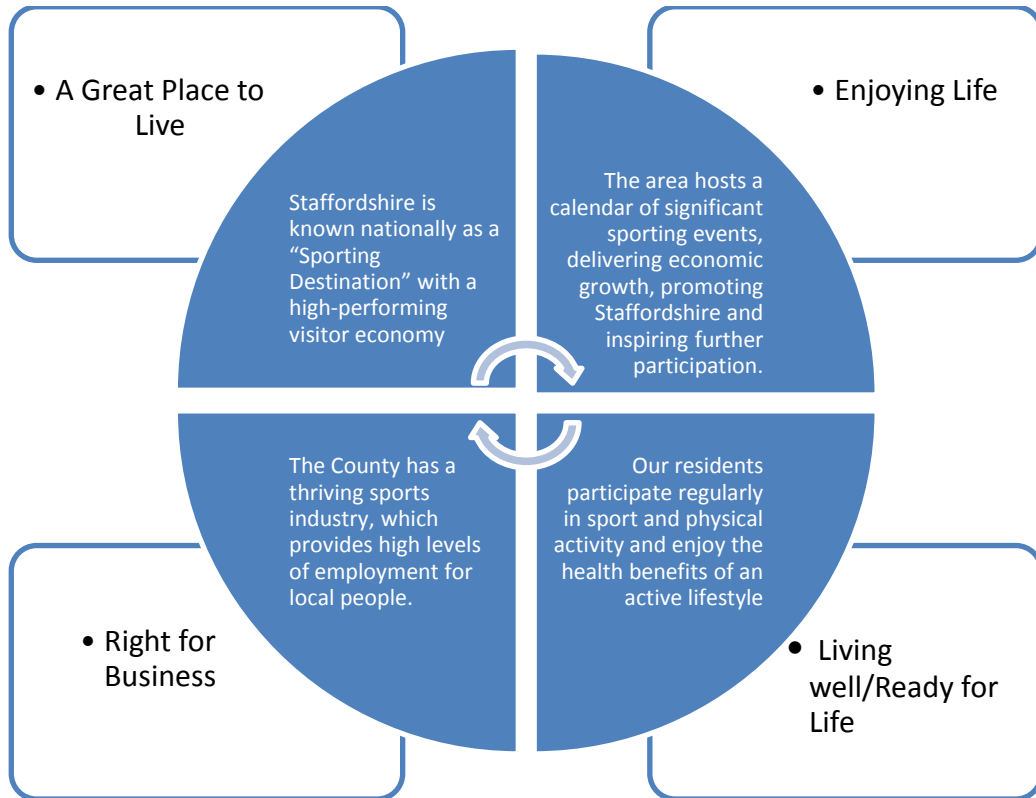
“Working together to champion participation, enjoyment and success through sport, physical education and physical activity”

With this in mind four Sportshire strategic objectives were developed:

- Staffordshire is known nationally as a “Sporting Destination” with a high-performing visitor economy.
- The area hosts a calendar of significant sporting events, delivering economic growth, promoting Staffordshire and inspiring further participation.
- The County has a thriving sports industry, which provides high levels of employment to local people.
- Our residents participate regularly in sport and physical activity and enjoy the health benefits of an active lifestyle.

Staffordshire County Councils Vision

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



1. Sportshire strategic objectives in the context of SCCs Vision Statement and Commissioning Priorities

During the first 24 months of delivery significant progress has been made towards the attainment of our strategic objectives, evidencing that the Sportshire concept has merit.

This refreshed strategy, refocuses the agenda, responding to new corporate priorities and the current sporting, economic and health landscapes.

Sportshire Vision Statements

1. The County has a thriving sports industry, which provides high levels of employment for local people

Why is this important?

Over the last decade, a number of studies have been commissioned to examine the economic value of sport at a national, regional and county level. Most recently, Sport England published a report which illustrated that 'sport' has been a valuable and resilient sector both nationally and within the county*¹.

- In 2010, sport and sport related activity generated Gross Value Added (GVA) of £20.3 billion (1.9% of the England total GVA)
- Sport is within the top 15 industry sectors in England, (according to GVA) ranking above motor vehicles, telecoms services, legal services, accounting, publishing, advertising and the utilities.
- In 2010 the number of people with sport-related jobs was estimated at over 400,000 (2.3% of all employment in England).
- Sports-related volunteering is estimated at a value of £2.7 billion annually.

Sport England estimated that the GVA of sport in Staffordshire is £212.6 million. Consequently, sport employment remains a crucial component of the West Midlands and Staffordshire economy.

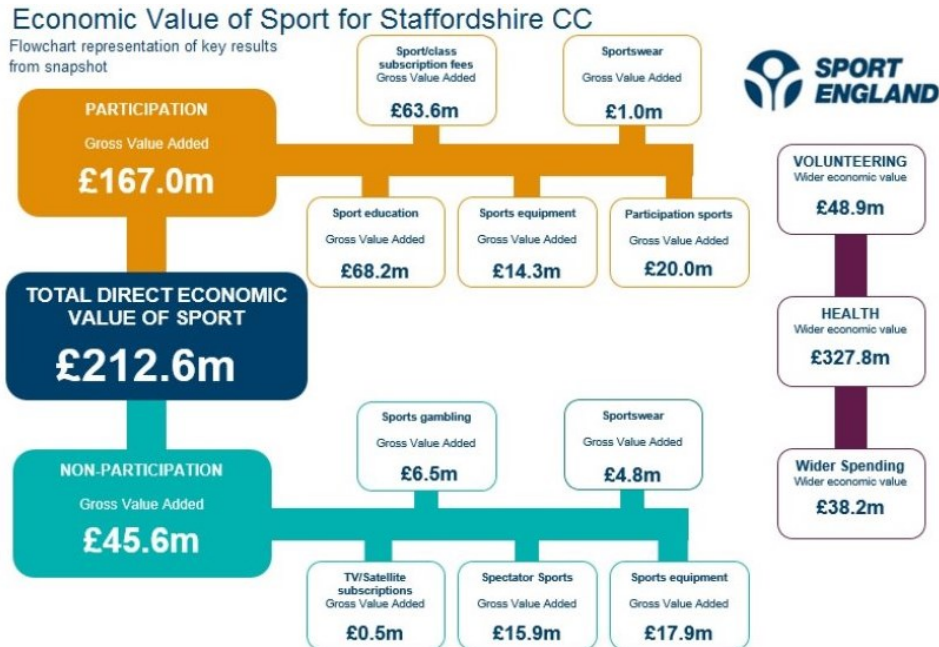


Diagram 1 Economic Value of Sport in Staffordshire – Sport England

¹ The Economic Value of Sport in England. Sport England 2010

The sector provides a good mix of employment contracts. Opportunities range from minimum wage to senior executive positions and often include casual, part-time and flexible working options. Over 5000 people are employed by sport in Staffordshire, however our sporting economy is not as robust as regional neighbours. At present the Stoke and Staffordshire Local Enterprise Partnership area has below average numbers of sports businesses and subsequently lower employment rates within sport. Between 2008 and 2011 there were only 10 new Sports businesses across this area. The number of business deaths is also high in this sector. Figures from the Inter-Departmental Business Register show that while nationally the number of sport businesses increased after 2011, the figures in Staffordshire show a decline.

However, the role of sport and physical activity extends beyond job creation. Evidence suggests that individuals who are active have an increased capacity for learning and higher levels of productivity compared to those who are inactive. Promoting physical activity therefore means influencing educational attainment, employment prospects and earning potential.

It appears there are three significant factors in sport's contribution to professional development. In the first instance, as a result of improved health and wellbeing, active individuals experience greater levels productivity; secondly, they accrue social capital through networks formed by group participation; finally, they are likely to perform well in their jobs, demonstrating to employers that they are healthy and motivated.

Secondary analysis of the Sport England Active People 6 dataset (155,853 responses) revealed that individuals who participated in sport (participation, volunteering, leading activities, and coaching) at school, college or university have a higher household income than those who don't. For university graduates this premium was found to be £6,344 per annum. These findings were backed by European research (Lechner, 2009) which concluded that over a 16 year period, regular active participation in sport and recreation (at least once a month) increased earnings by 5% to 10% – the equivalent of an additional year in education.

Public Health England produced a report in 2014^{*2} which demonstrated participation in sport and physical activity had a demonstrable impact on GCSE performance in school aged children.

- The amount of moderate to vigorous physical activity pupils engaged with at age 11 had an effect on academic performance across English, maths and science at age 11, 13 and final GCSE exam results.
- The percentage of time girls spent in moderate to vigorous physical activity at age 11 predicted increased science scores at 11 and 16 years.
- Pupils engaging in self-development activities (including sport, physical activity) achieved 10-20% higher GCSEs.

Of course, sport volunteering also plays a significant role in the development of business skills and competencies. In fact 87% of employers believe that volunteering can have a positive effect on employability and career progression – this was particularly pertinent in entry level positions or first time employment.

² [The link between pupil health and wellbeing and attainment](#) Public Health England produced a report in 2014^{*2}

Both in terms of economic impact and broader economic value it is evident that sport makes a very substantial contribution to the Staffordshire economy and to the prosperity of our residents. That said more should be done to develop the sporting economy locally. Sportshire needs to focus on firstly increasing the number of sporting businesses within the sub-region and secondly, on ensuring people have the knowledge, skills and qualification to meet the needs of our economy

How we will we achieve this?

1. Working with partners map the leisure sectors requirements in relation to staff, skills and qualifications. Work with partners to facilitate a supply chain of appropriately trained and experienced personnel.
2. Ensure those commissioned to deliver career guidance services are providing accurate information and advice regarding the opportunities for sporting careers.
3. Deliver persuasive and consistent communications to the LEP regarding the valuable contribution that sport can make to the local economy. Ensure that sport and leisure is reflected in their plans for the future.
4. Working with partners, create an environment within Staffordshire which is attractive to the sporting industry, increasing the number of businesses and job opportunities within the sector.
5. Support projects that provide high quality volunteering and training opportunities to residents, boosting skills and strengthening pathways to employment.

2. Staffordshire is known nationally as a “Sporting Destination” with a high-performing visitor economy

Why is this important?

Staffordshire’s centrality as well as its numerous visitor attractions means that we perform well in the day-visitors market. However the number of overnight stays and subsequent visitor spend are low in comparison to our West Midlands counterparts. The low level of dwell time impacts on consequent employment both within the sector and supporting supply chain. However Sportshire has demonstrated sport tourism can be used as an effective tool to extend visitor stays.

We have a unique proposition in terms of our natural environment, a motivating factor to out of area visitors. A National Park, Areas of Outstanding Natural Beauty (AONB), 600 acres of country parks, expanses of open water, rock-climbing and specialist mountain-biking facilities can all be found within our borders. One of our most popular outdoor venues is Cannock Chase ANOB. In their most recent visitor survey it was estimated that over 2.3 million people visited the area in a 12 month period, with the most popular activities being walking, cycling and horse-riding.

The Destination Staffordshire team have used this outdoor offer as a cornerstone for their 2015 campaigns – “Thrill Seekers” aimed at families and “Active Leisure” targeting older adults. As yet there have been no campaigns specifically focusing on sports tourism. Moving forward we need to identify platforms from which to market Staffordshire’s sporting identity.

The 2009-2014 The SASSOT Sub-Regional Sport Facilities Framework identified a provision gap in built facilities in some areas of the County. Sport England figures showed a relatively low level of customer satisfaction and a number of facilities were in need of replacement or refurbishment. The Framework was used to secure external investment into a number of local facilities and has improved the quality of our facility stock greatly. The most notable investment has occurred in the refurbishment of Chase Leisure, Meadowside and Uttoxeter leisure centres and the newly built Jubilee 2. The Framework has been recently updated to provide strategic evidence for sport facility development across Staffordshire up to 2023.

Staffordshire is also home to facilities of international significance. Saint Georges Park, a £105m facility is the base for England's 24 national football teams. With 12 outdoor pitches (including a replica of the Wembley surface), a full-size indoor 3G pitch, a rehabilitation suite, sports science areas, and an indoor Futsal sports hall, St. George's provides world-class facilities for all England teams ahead of international fixtures. In 2014, facilitated by SCC, Team England used Saint George as the venue for their 2014 Commonwealth Games preparation camp.

Furthermore, in an attempt to help boost sales and build global awareness of its brand, JCB has announced a new wave of investment in Staffordshire with plans for a £30 million golf course next to its World HQ. The proposals for an 18-hole, 7,150 yards, par 72 championship golf course centre will be developed on 240 acres near its Rocester headquarters. When completed in 2018, it is expected that up to 100 people will be employed in ground care and hospitality roles. The course will be designed by European Golf Design: the golf course design company of IMG and the European Tour and best known for the 2010 course at Celtic Manor in Wales, host of the 2010 Ryder Cup. It will be built to tour-quality standard and could potentially host a major tour event, attracting competitors and spectators from all over the world.

In the north of the county, Stoke City has just be announced as the European City of Sport in 2016, as a result the area will benefit from 3.5 million pounds worth of investment into its sporting infrastructure and events portfolio, raising the profile of the sub-region as a whole.

We can demonstrate that a compelling sporting offer not only boosts our visitor economy, but it also increases the attractiveness of the county as a place to live, work and do business. While Staffordshire has a strong outdoor recreation offer, we have work to do if we are to become a sporting destination of choice. A focus needs to be given to developing an infrastructure which supports our event aspirations and encourages residents to be more active. We also need to develop the narrative we use when promoting the County across a variety of platforms.

How are we going to achieve this?

1. Support the delivery of the recommendations within the SASSOT Sub-Regional Sport Facilities Framework 2013-2023. Provide enhanced support to facility developments which have regional and national significance.
2. Embed sports tourism within the corporate strategy for place marketing.
3. Support schemes which develop emerging sporting talent and ensure we celebrate local successes.
4. Provide quality information and training to the hospitality sector, empowering them to capitalise on the commercial opportunities presented by sports tourism.

3. Our residents participate regularly in sport and active recreation and enjoy the health benefits of an active lifestyle.

Why is this important?

The associated benefits of regular participation in sport and active recreation on health are universal. Activity reduces the risk of many preventable diseases, from cancer to diabetes, and conditions like obesity, dementia and depression. Being active also increases your chances of staying independent in later life –Dr Nick Cavill was famously quoted as saying “If exercise were a pill, it would be one of the most cost-effective drugs ever invented”.

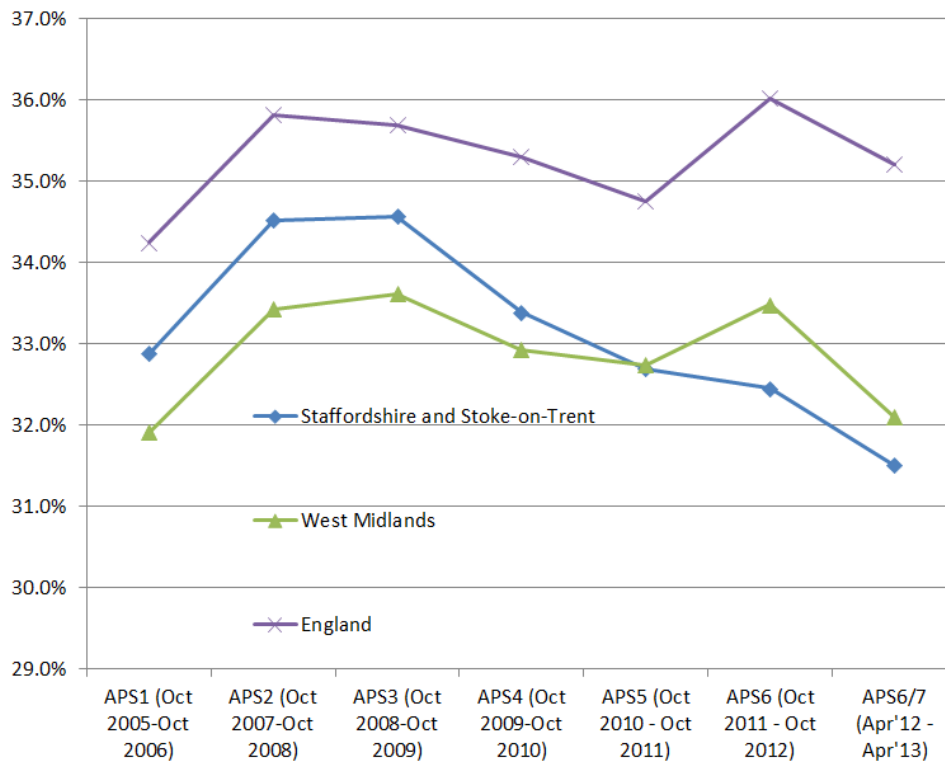
Despite this, the national landscape in relation to physical inactivity and sport participation is concerning, with poor lifestyle behaviours generating huge costs for local government and health partners.

The figures below demonstrate the scale of the problem amongst all age groups:

- Only 21% of boys and 16% of girls aged 5 -15 in England take the physical activity necessary for good development.
- 33% of men and 45% of women in England are not active enough for good health.
- Only 25.3% of 55-65 year olds and 18.6% of 65+ year olds achieves 1x30mins participation in sport or physical activity.
- There are 12.5 million adults classed as physically inactive in England.
- Physical inactivity is the fourth largest cause of disease and disability in the UK, costing an estimated £7.4 billion a year (greater than the cost of smoking).

The local picture is equally as troubling. Sport England’s APS measures the percentage of people aged 14 years or over playing sport and participating in active recreation nationally. Analysis of APS demonstrates that, in a number of measures, Staffordshire has some of the least active population groups, not only within the region but anywhere in England. In fact, in Staffordshire nearly a third of adults do no physical activity and one in two women and a third of men are damaging their health as a result. UK Active estimated that the cost to the County Council is over 19 million pounds per 100,000 residents per year.

The sub-region has shown limited progression in terms of participation levels since the initiation of APS in 2007. More recently, a steady pattern of decline has emerged. Staffordshire's results have been consistently below national averages and frequently below regional averages.



- Adults in SASSOT area are taking part, on average, less than those in the West Midlands and the rest of England.
- 31.5% of adults in Staffordshire & Stoke-on-Trent are taking part once per week. In comparison to West Midlands, 32.1% and England 35.2%.
- SASSOT is ranked 39/45 CSP areas.

The Director of Public Health's 2014/15 annual report focused on healthy aging in Staffordshire (<https://www.staffordshire.gov.uk/health/PublicHealth/Annual-Public-Health-Report-2014.pdf>). The report highlighted the importance of physical activity in lowering rates of all-cause mortality, improving mental health and reducing social isolation in older adults. Evidence suggests increased muscular strength and endurance exercise reduces the risk of falls and also helps retain the ability to carry out daily tasks such as climbing stairs and cooking. This amounts to a much better quality of life for residents but implementing behaviour change with this population group is likely to return the largest savings in health and social care budgets going forward.

Local Government is the largest public sector investor in sports and physical activity; spending £1.4 billion per annum (excluding capital spend). Consequently, the majority of sports participation in Staffordshire occurs in local authority owned or managed assets (county or district) such as leisure centres, parks and open spaces. Alongside the 2013 transfer of Public Health from the NHS to local government, these factors mean that as a county council we are not only well placed to drive a change in participation behaviours, but we have a responsibility to do so.

However, a reduction in leisure, recreation and Public Health budgets has led to a decline in spending on the delivery of subsidised physical activity/sports interventions, with an increased reliance on third and private sector providers. There are a number of health and local government partners commissioning activities in this area but this activity is often fragmented, duplicated and small in scale.

To effect real and lasting change we need to adopt a long-term, evidence-based approach. SCC needs to work in partnership to mobilise district authorities, NGBs, local communities, voluntary, education, health and private sector partners to agree a Staffordshire solution: one which involves unblocking barriers to participation and creating a cohesive, compelling leisure offer which gets Staffordshire moving.

How are we going to achieve this?

1. Act as the strategic lead for the physical activity agenda in Staffordshire – mobilising partner agencies, pooling expertise and stimulating co-production.
2. In partnership with SASSOT & District councils develop a sporting offer which moved our residents into regular participants.
3. Embed active recreation and sport in SCC prevention strategies, supporting our Public Health outcomes around life-limiting illness and long term conditions.
4. Amass a body of research, insight and best practice around active recreation and sport, which drives evidence-based commissioning locally.
5. Identify external funding sources to support interventions which target our most inactive population groups.
6. Provide residents with clear information and advice regarding the benefits of an active lifestyle and direct them to high quality activities locally.

- 4. The area hosts to a calendar of significant sporting events, delivering economic growth, promoting Staffordshire and inspiring further participation.**

Why is this important?

Sports tourism is one of the fastest growing sectors not only within the leisure sector but also the global travel industry. The Olympic, Paralympic and Commonwealth Games stimulated the sector and last year over £1.1 billion was spent by live sport visitors in the UK. However, industry experts report the fastest growing trend is amongst tourists that travel to participate in sporting events. Increasingly, people are booking holidays around participation in an event or competition. These tourists are often high-spending and accompanied by non-participating friends or relatives, increasing the economic benefit to the destination. Sports tourism therefore represents the greatest opportunity for Staffordshire's visitor economy. This evidence formed the basis of the strategy to bid for and host international, mass participation sporting events within the county.

The theory that the hosting of major sports events can be positive for an area has been widely proven. 'Sport In The City: The Role of Sport in Economic and Social Regeneration', examined five common themes to support this theory; economic impact from the spending of visitors, increased community visibility, enhanced community image, stimulation of other investment and psychic income (civic pride or collective morale of the residents).

Looking outside the area, large metropolitan councils such as Manchester, Sheffield and, of course, London, have successfully implemented events as part of broader economic or destination marketing strategies. Since the 2012 Games there is emerging trend of smaller authorities, such as Lincolnshire and Derbyshire, hosting national and international events with great success.

Staffordshire’s sports club network delivers a healthy number of small to medium size third sector events, with sports such as orienteering, running and cycling providing a good number of competitive opportunities for local residents. However in 2013, there was a complete absence of high-profile, elite and mass participation competitions, crucial in the attainment of our strategic objectives.

In 2014, we successfully tendered for two major sporting events: Ironman Staffordshire 70.3 (three year contract) and the 2015 UK Corporate Games. These events attracted an estimated 16,000 visitors into the area, creating an economic impact of 5.4 million pounds, engaging over 1000 volunteers.

In order to ensure events continue to deliver against our corporate priorities, four overarching principles have been developed. When assessing the merits of tendering for a particular event, that event must fulfil a minimum of three of the four criteria below:

Criteria	Description	SCC Commissioning Priority
Improves residents health & wellbeing	The event promotes physical activity and sports participation by providing competition opportunities to a range of demographics including older adults, families, young people, those with disabilities and disadvantaged groups.	Living Well Ready for Life Enjoying Life
Creates a positive economic impact	The event generates a substantial economic impact via visitor spend, inward investment or the supply chain. With a ROI of no less than 5%.	Right for Business
Social impact and civic pride	The event stimulates community cohesion in host localities, enhancing resident’s pride in the area in which they lives. Opportunities are provided to support and promote volunteering. There are links to other cultural activities.	Great Place to Live Resilient Communities Ready for Life
Builds reputation and profile	Significant media coverage is associated with hosting the event. This coverage provides a mechanism to enhance Staffordshire’s appeal as a destination to visit, live and do business.	Right for Business Enjoying life

It is clear hosting major sporting events within Staffordshire delivers a number of benefits; economic growth, enhancing our global reputation through position and profile and promoting destination tourism. Moving forward, we need to further leverage some of the broader social benefits of these events such as increasing participation, promoting community cohesion and boosting volunteering.

Staffordshire's events portfolio cannot exist without investment. At a time when the Council is under significant financial pressure, we need to identify creative ways to fund the growth and maintenance of the programme.

How are we going to achieve this?

1. Secure, grow and sustain a strong sporting events portfolio.
2. Galvanise the local events industry, stimulating the sector to deliver high quality sporting competition.
3. Work with private, third sectors and other public sector partners to create a package of support and investment into Staffordshire events.
4. Ensure events achieve a social legacy of volunteering, civic pride and community engagement.
5. Utilise events as a platform to promote Staffordshire PLC, regionally, nationally and globally.

Conclusion

The Sportshire strategy represents a new direction of travel for sport in Staffordshire. By creating a critical mass of facilities and experiences we can drive the development of jobs in the sports sector, stimulate our visitor economy, contribute to private sector investment and increase participation figures. As a result we can achieve a multi-agenda impact which will drive prosperity and improve the health for our residents.

Staffordshire is a leading sporting destination with a booming sporting economy, our residents enjoy the health benefits of an active lifestyle

Why are we doing this?	What are we going to do?	How are we going to measure it?
<p>Staffordshire is known nationally as a “Sporting Destination” with a high-performing visitor economy.</p>	<p>Support the delivery of recommendations of the Sub-Regional Facilities Framework, with a focus on developments which have regional and national significance.</p> <p>Supports schemes which develop emerging sporting talent and ensure we celebrate local success.</p> <p>Embed sports tourism within the corporate strategy for place marketing.</p> <p>Provide quality information, guidance and training to the hospitality sector to empower them to capitalise on the commercial opportunities presented by sports tourism.</p>	<p>Amount & quality of media coverage</p> <p>Net additional spend in the host economy</p> <p>Annual Staffordshire tourism sector, economic impact assessment.</p> <p>Sector feedback</p>
<p>The area hosts to a calendar of significant sporting events, delivering economic growth, promoting Staffordshire and inspiring further participation.</p>	<p>Secure, grow and sustain a strong sporting events portfolio.</p> <p>Establish a framework of sustained support and investment in events and from private, third sectors and other public sector partners.</p> <p>Galvanise the local events industry to stimulate the sector to deliver high quality sporting competition.</p> <p>Ensure events achieve a social legacy of volunteering, civic pride and community engagement.</p> <p>Utilise events as a platform to promote Staffordshire PLC, regionally, nationally and globally.</p>	<p>Net additional spend in the host economy</p> <p>Volunteer numbers and experience</p> <p>Host area feedback</p> <p>Amount & quality of media coverage</p> <p>Annual Staffordshire tourism sector, economic impact assessment.</p>

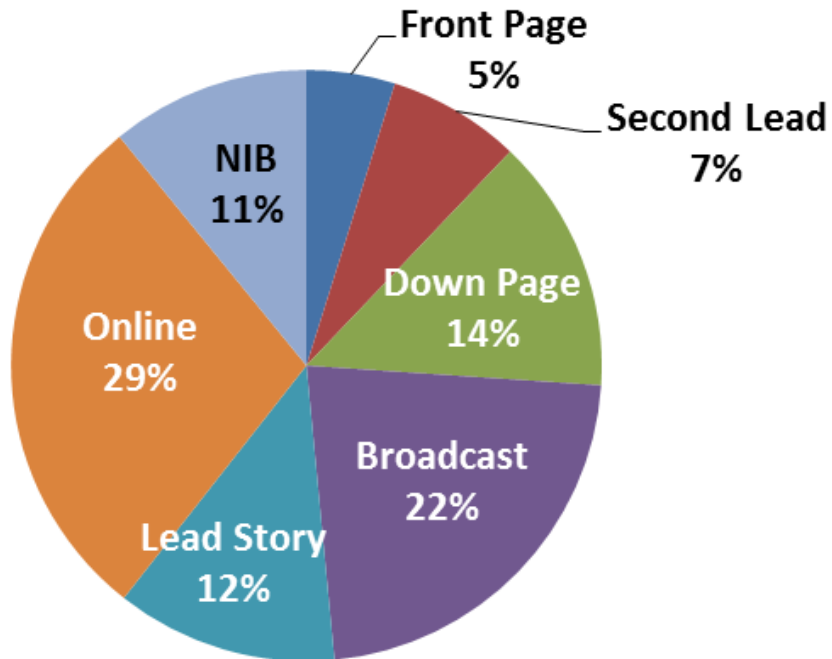
<p>The County has a thriving sports industry, which provides high levels of employment to local people.</p>	<p>Working with partners map the leisure sectors requirements in relation to staff, skills and qualifications. Work with partners to facilitate a supply chain of appropriately trained and experienced personnel.</p> <p>Ensure those commissioned to deliver career guidance services are providing accurate information and advice regarding the opportunities for sporting careers.</p> <p>Deliver persuasive and consistent communications to the LEP regarding the valuable contribution sport can make to the local economy. Ensure that sport and leisure is reflected in their plans for the future.</p> <p>Working with partners, create a corporate environment within Staffordshire in which the sporting industry can thrive.</p> <p>Support projects that provide high quality volunteering and training opportunities to residents boosting skills and strengthen pathways to employment.</p>	<p>Net additional spend in the host economy</p> <p>Gross Value Added</p> <p>Number of jobs created/sustained</p>
<p>Our residents participate regularly in sport and physical activity and enjoy the health benefits of an active lifestyle.</p>	<p>Act as the strategic lead on the physical activity agenda in Staffordshire – mobilising partner agencies, pooling expertise and stimulating co-production.</p> <p>Embed physical activity and sport in SCC prevention strategies, supporting our public health outcomes around life-limiting illness and long term conditions.</p> <p>Amass a body of research, insight and best practice around physical activity and sport, which drives evidence-based commissioning locally.</p> <p>Identify external funding sources to support interventions which target our most inactive population groups.</p> <p>Provide residents with clear information and advice regarding the benefits of an active lifestyle directing them to activities locally.</p>	<p>Active People Survey</p> <p>Physical Activity framework</p> <p>Published research</p> <p>CCG data</p>

- This will underpinned with an annual Sportshire delivery plan.

IRONMAN 70.3 Staffordshire evaluation

Media

(Incorporating Media Updates – 30.06.14 to 01.07.15)

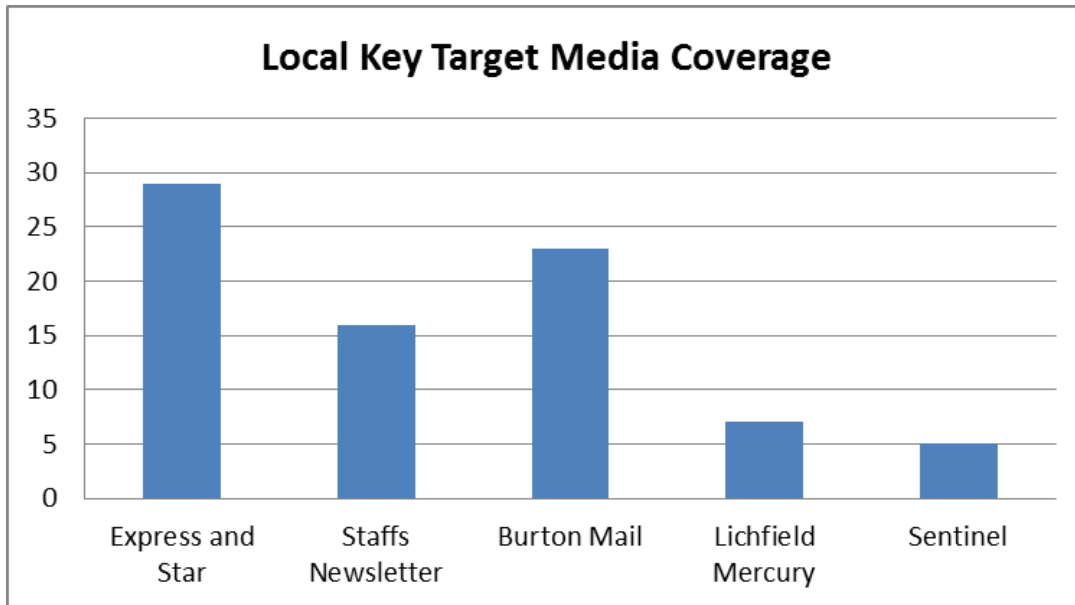


There were 166 mentions during this period

(Media score (Weightings Band x Tone) = 574)

V. Positive	92
Positive	36
Neutral	38
Negative	0
Very negative	0

Proactive	155	93%
Reactive	0	0%
Other	11	7%



Summary

	Title	Mentions	Media Score	Average Tone
1	Channel 4 News	1	4	1
2	Signal FM	24	96	1
3	Radio Stoke	12	72	1.5
4	Express and Star (& online)	29	112	1.5

(N.B. Tone values: Very Positive = +2, Positive = +1, Neutral = 0, Negative = -1, Very Negative = -2)

8 Episodes of National (Priority) Press

Triathlete (Europe)	4 hits
The Guardian online	1 hit
Scottish Daily Record online	1 hit
Daily Mail online	1 hit
Daily Mirror Online	1 hit

Social Media

In the build up to Ironman a range of messages were sent to inform residents about the following subjects.

- The economic benefits of hosting the event in Staffordshire.
- Practical information about the event itself, such as road closures and how to spectate on the race.
- Drumming up excitement and awareness of the event in general.

Social media activities included 100 day countdown to the event, messaging celebrities involved with the event, sending out press releases, publicising the benefits the event will bring, using infographics about the event, publicising competitor case studies about the event and linking to our own Ironman web pages about the event.

Social Media Evaluation

The social media campaign began on the 6th March when the 100 day countdown to the event started.

	Facebook	Twitter	Facebook & Twitter combined
Number of posts	69	105	174
Number of people reached	47,152	167,141	214,293
Number of people engaged	3,998	5,641	9,639

The table above shows the volume of social media activity taken for IRONMAN

	Facebook	Twitter
Average reach per post	683	1,592
Average engagements per post	58	54

The table above shows the average performance of each social media post made for IRONMAN

	Facebook	Twitter
Average number of people reached per post	452	1,402
Average number of engagements per post	21	28

The table above shows the average performance of each social media post made by Staffordshire County Council

If we compare the average performance of IRONMAN social media against the general social media activity conducted by Staffordshire County Council on Facebook and Twitter, we can see that the social media for this campaign performed above average. Social media posts made around IRONMAN reached 23% more people than usual and proved to be almost 124% more engaging with the people we reached.

General observations on social media

Activity conducted on the 14th June, the day IRONMAN took place, proved to be the most engaging with followers when compared to activity taken before the event. Most of the engagements on the day came from messages based around the celebrities.

Countdowns, celebrities, news about the event and the event itself performed better on Twitter than Facebook. Case studies, practical information about the event, and posts made in the lead up, rather than at the time of the event performed better on Facebook than Twitter. Twitter was therefore better for sharing timely information, Facebook was better at sharing information that was timeless.





There was a high volume of messages sent out in the 100 days leading up to the event and on the day of the event, the fact that reach and engagement continued to be better than average showed that people did not tire of hearing information about IRONMAN.

Ensuring that all social media posts and high quality and varied content, such as videos, photographs and infographics meant that people remained engaged with our messages even when we were repeating ourselves. The social media campaign therefore reached a high number of people (214,293), and this was driven by people sharing and engaging with messages (nearly 10,000 engagements), not by spamming messages out.

It was difficult for us to relate the IRONMAN event to the positive messages we had around tourism and business on the day. Unfortunately it was difficult to do this in an engaging way due to technological limitations.

We managed to convey a positive image around the event in terms of what was going on. But the vast majority of our messages on the day or IRONMAN covered what was going on, not why what was going on was important to Staffordshire.

Facebook Example posts

<p> Staffordshire Published by Thomas Cox [?] · 26 April · Edited · 🌐</p> <p>IRONKIDS is open to children aged 3-15, and involves running a course between 500m and 2.5km at the Shugborough Estate. If you think your child would be up for the challenge why not look into signing them up to the event? http://www.ironman.com/.../ironm.../staffordshire/ironkids.aspx...</p>  <p>3,076 people reached Boost Post</p> <p>Like · Comment · Share · 👍 17 🗨️ 11 ➦ 14</p>	<p>26/04/2015</p> <p>Reached – 3,076 Engaged – 431</p> <p>This post was to promote the IRONKIDS event.</p> <p>The post reached and engaged more people than any other post on Facebook.</p>
<p> Staffordshire Published by Thomas Cox [?] · 28 April · Edited [?] · 🌐</p> <p>IRONMAN Staffordshire 70.3 is looking for volunteers. You can find out more about volunteering on the IRONMAN website. Be part of the event - http://www.ironman.com/.../iron.../staffordshire/volunteer.aspx...</p>  <p>2,743 people reached Boost Post</p> <p>Like · Comment · Share · 👍 3 🗨️ 1 ➦ 12</p>	<p>28/04/2015</p> <p>Reached – 2,743 Engaged – 219</p> <p>Like the post above this post aimed to communicate practical information about the event, in this case it was the opportunity to volunteer.</p> <p>This post reached the second largest amount of people on Facebook.</p>



Staffordshire

Published by Thomas Cox (?) · 18 May · Edited ·

In a few days the world renowned event - Ironman 70.3 will be underway in Staffordshire.

We asked Staffordshire lad Mark Charles about his own triathlon history and what it means to him to see such a prestigious sporting event come to the county.

<http://www.staffordshire.gov.uk/.../Me.../Meet-Mark-Charles.aspx>



2,250 people reached

Boost Post

Like · Comment · Share · 27 1 12

18/05/2015

Reached – 2,200

Engaged – 355

This is an example of the case studies published in the run up to IRONMAN.

These case studies proved popular on Facebook but not Twitter.

This was the second most engaging post on Facebook.



Staffordshire added 12 new photos.

Published by Laura Staffordshire (?) · 15 June at 09:23 ·

The inaugural IRONMAN 70.3 Staffordshire was declared an amazing success as competitors, celebrities and communities provided the key ingredients for a fantastic competition.

The day started at Chasewater with the blue skies and sunshine hinting at more to come. Despite the cool conditions at the start, the atmosphere and energy between the athletes and crowds was electric.

Thank you to all involved.



1,338 people reached

Boost Post

Like · Comment · Share · 28 1

15/06/2015

Reached – 1,138









Engaged – 267

This post rounded up the day after the event had finished.

On Facebook most of the posts that performed well were before or after the event. Posts made during the event were less successful.

This was the third most engaging post on Facebook

Twitter Example posts

<p> Staffordshire CC  @StaffordshireCC</p> <p>Its nearly here... Find all you need to know about IRONMAN 70.3 Staffordshire - ow.ly/Odirf #IM703STAFFS</p>  <p>RETWEETS 20 FAVORITES 6</p> 	<p>12/06/2015</p> <p>Reached – 5,165 Engaged – 216</p> <p>This is an example of the various countdown posts that were published.</p> <p>This post reached more people than any other post on Twitter.</p> <p>This post is also an example of us communicating important practical information to residents about the event.</p>
<p> Staffordshire CC  @StaffordshireCC</p> <p>@GordonRamsay & @TanaRamsay getting prepared for #IM703Staffs Good Luck see you @shugborough</p>  <p>RETWEETS 5 FAVORITES 10</p> 	<p>14/06/2015</p> <p>Reached – 3,144 Engaged – 303</p> <p>This was a post issued on the day, just before the race started.</p> <p>This was the most engaging post we created on Twitter, with over 210 people clicking to look at the photo.</p> <p>This was obviously the highlight of our coverage that involved celebrities at Ironman.</p> <p>Celebrities proved to be good attention grabbers. Celebrities often talked positively about the event in dialogue but they rarely talked about Staffordshire or the council.</p>

Staffordshire CC
@StaffordshireCC

Gordon Ramsey looks forward to 'scenic and delicious' course @IRONMANtri #IM703Staffs



RETWEETS 9 FAVORITES 9

13/06/2015

Reached – 2,589
Engaged – 244

This was the highlight of the pre event coverage.

It was the third most engaging post we did on Twitter.

Staffordshire CC
@StaffordshireCC

Congratulations to all of today's Ironman triathletes. Those medals are well earned! #IM703Staffs

RETWEETS 8 FAVORITES 6

5:20 PM - 14 Jun 2015



14/06/2015

Reached – 2,646
Engaged – 220

This post features a number of people on the event posing with our #IM703STAFFS sign.

This was the fourth most engaging post we did on Twitter.

Staffordshire CC
@StaffordshireCC

IRONMAN Staffordshire 70.3 is looking for volunteers. Apply online now - ow.ly/MdKbh #IM703STAFFS



RETWEETS 18 FAVORITES 8

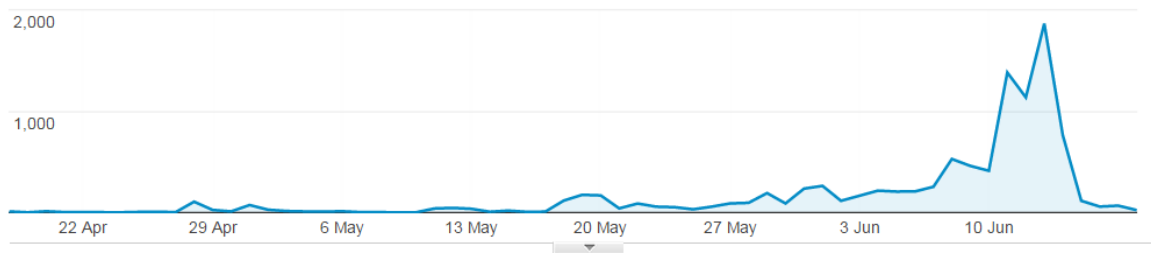
28/04/2015

Reached – 4,099
Engaged – 119

This was another post that aimed to keep residents informed about information about the event.

This post reached the second largest amount of people. Unlike this post, the majority of posts on twitter that performed well were published on the day of the event.

Web Traffic



The graphic above shows page views over time. This understandably peaked on the weekend of the competition.

Page path level 3 ?	Page Views ?	Unique Page Views ?	Avg. Time on Page ?	Bounce Rate ?	% Exit ?
	10,267 % of Total: 3.80% (270,323)	7,598 % of Total: 4.12% (184,227)	00:01:50 Avg for View: 00:04:18 (-57.54%)	50.44% Avg for View: 59.62% (-15.39%)	46.30% Avg for View: 53.97% (-14.21%)
1. /Ironman.aspx	3,917 (38.15%)	3,052 (40.17%)	00:01:39	54.83%	57.85%
2. /Meet-the-competitors/	2,620 (25.52%)	2,123 (27.94%)	00:00:49	67.94%	26.03%
3. /Road-access-around-the-event.aspx	2,446 (23.82%)	1,483 (19.52%)	00:03:21	19.74%	51.19%
4. /Spectators-guide.aspx	1,101 (10.72%)	788 (10.37%)	00:02:43	56.16%	45.69%
5. /What-will-Ironman-bring-to-Staffordshire.aspx	142 (1.38%)	117 (1.54%)	00:01:02	54.55%	28.17%
6. /Why-Staffordshire.aspx	28 (0.27%)	25 (0.33%)	00:00:27	40.00%	28.57%

The graphic above shows the web stats broken down by the different sections for the IRONMAN web area.

After the home page, “meet the competitors” was the most popular section. This section featured case studies of athletes taking part. Each case study featured a line written by the person the case study was about explaining the benefits of hosting the event in Staffordshire.

The pages that performed less well were the, “why Staffordshire,” and, “what will Ironman bring to Staffordshire,” sections. These pages talked about why the event was being held in Staffordshire and the benefits it would bring. The lack of interest in these pages vindicates the approach to use case studies as an alternative method to communicate the benefits that IRONMAN would bring. The data here shows simply ensuring that the information available on the website is not enough. Residents did not click on it, when in the IRONMAN section of the website and did not link through to it when it was advertised on social media. Content marketing therefore was important in helping to expand the reach of our communications.

The sections on road access and the spectators guide were also popular although they were created quite near to the event. It would have been good to have this

information earlier, and we did receive a few complaints that we did not have this information on our website early enough.

General Feedback about IRONMAN event organisation

- When sorting out comms and event set up, more communications officers need to be involved, so all the team know what is going on. This way we could have more of a plan and see comms opportunities that others would not.
- More communication with IRONMAN (from IRONMAN) so we all know what's going on e.g. we didn't know something till last minute
- Make it more of a priority before June both in terms of preparation and outgoing PR activity.
- Speak to residents and business more. More case studies.
- Would be useful to be there when operations are being set up, to help gain awareness of what is going and also to generate excitement through PR activity.
- After press conference, it would be good for us to get a few minutes with athletes and celebrities, to interview them from our point of view and to get them to say positive things about Staffordshire.
- More instruction of what was going on, on the day would have been useful – maybe could have got this from press conference or attending more meetings.
- VIP passes would have been good so we could have got in and out places more easily.
- More work needs to be done to ensure that the VIP people present at the event where more high profile.
- I know it's an early morning event but live music at Shugborough would have created more of an atmosphere early on.
- Finishing section at the end of the red carpet should have been made bigger.
- Podium area made bigger – all seemed squashed and rushed.
- In terms of it being our event we should push for the leader and CEX to be there next year.
- Shugborough – should aim to have more going on at the estate as there was a lot of empty space.
- Better Wifi, it just did not work on the day.
- Spoke to some residents when walking back to car and the operation of registration was deemed as absolutely terrible. Over an hour wait. Either more volunteers needed or a numbered process needed. Could even have different locations across the county to register as people were travelling from all over.
- We need our own tent next year, like Gordon Ramsay had. We could use this as a base of operations to set up all of our tech including setting up our own wifi hotspot instead of relying on others to do this for us. It would also provide a meeting point for people we want to do comms with, such as case studies, residents, fund raisers, other staff.

- We need more technology such as, ipads (with the apps we need installed), microphones, laptops. We should approach ICT to see what they can do for us to help us out setting up our own wifi hotspot in a field.
- Sign posts for shuttle buses – This was not clear at all we had to ask a number of times and it was not clear where we had to go at all.
- The spectator shuttle buses were awful. No one on site knew where they were supposed to be when I got there, or when they would leave. Spectators were an afterthought compared to the athlete shuttle buses.
- The driver of the shuttle bus I got stuck on admitted that they had brought buses for only 1300 people and he had been drafted in at the last minute to help out. There was over 2000 competitors! He did not know the route either because he was drafted in at the last minute.



IRONMAN Evaluation, Analysis of Results, July 2015

simple planning thing required pride pushing provides previously structured
balanced goals followed dark fantastic enjoyed keep high extremely improvement pain physical
pressure experienced two motivation mind important weeks therefore started etc stamina
push involved happier complete strength significantly participated preparation

Gettng nutrition far look hours busy
children people triathlon also alcohol loss season person plus
taking daily improved part just positive harder group
increase Eat Ironman life 2 fitter lifestyle competing capable realise

achieve hard new events now run cross age want levels entered
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half specific Spend tired stone impact train weight one t family Greater social force resting
enjoy done im big sport races non fitness less way athlete blood things racing
joined impacts long full first fit event time better ago race makes body regular
finish lose really healthy focus made distance go Already compete next pounds
rather bike actually gives years overall endurance healthier friends gave exercise completing
fitted achieved wife anything Challenge always generally changed continue sense achievement participation
honest intend triathlons swimming triathlete possible Higher active gone back become activity continuation
lighter abt negative Keeps Staffordshire course future Lots around careful committed distances drinking bloke think
little takes participate routine support exercising Taken appreciate aspects asthmatic something reduced style
commitment consistent base participating pretty previous knee special leading likely slow occasionally organised put outbok
related similar structure

Produced by:



Staffordshire
County Council

DOCUMENT DETAILS

Title	Ironman Evaluation, Analysis of Results, July 2015.
Description	The purpose of this document is to analyse the feedback provided by participants of Ironman Staffordshire 70.3 to ascertain the benefits of the event upon participants and the wider Staffordshire Community.
Date created	July 2015
Produced by	Heather Collier, Research Co-ordinator, Insight, Planning & Performance Team, Staffordshire County Council
Time Period	June-July 2015
Usage statement	If you wish to reproduce this document either in whole, or in part, please acknowledge the source and the author(s).
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I. EXECUTIVE SUMMARY AND RECOMMENDATIONS

Over 2000 people participated in and completed Ironman Staffordshire 70.3¹. 21% of these took the opportunity to share their views about their experiences in Staffordshire County Council's pre and post event surveys. In these, participants were invited to share their experiences of the health and economic impacts of participation as well as their overall perceptions of Staffordshire.

I.1 Participation

Whilst 61% of competitors in the event overall described themselves as novices, fewer survey respondents said the same. This was the case in both the pre and post event surveys. 42% in the pre event survey and 32% in the post event survey said this was the case. This therefore means that the results are more representative of the views of those athletes who described themselves as 'experienced' in Ironman or similar such events. As this could have implications for the health impact questions, these have been analysed by 'experience' to understand the difference in views between the two groups.

80% of competitors were male and similarly 75% and 79% of pre and post survey respondents were male which therefore means that the survey results are representative by gender. Interestingly the number of competitors who were women and who took part in the surveys was higher than is usual for an Ironman event. By age group participants were most likely to be in the 35-49 age categories and this is reflective of the make up of the Ironman competitors overall.

I.2 Health impact

79% had increased the amount of physical activity they undertook as a result of committing to Ironman. This is unsurprising considering the challenging nature of the event. Novices to the event were more likely to say this was the case (93%) than experienced athletes were (69%). It was generally common for participants to say they had increased the structure, volume and frequency of their training.

Training was most likely to have had an impact on nutrition (81%) and diet (76%). 60% also agreed it had impacted on their level of alcohol consumption. Experienced athletes were more likely to agree that they had made positive lifestyle choices whilst they were training.

On completion of the event, the majority of participants agreed that training for Ironman had improved their general health and wellbeing. Whilst both experienced and novice athletes were in agreement with this, novices agreed they benefited slightly more than experienced athletes did. 89% of novices agreed they benefited compared to 79% of experienced athletes. *"Losing weight"* and *"feeling fitter and healthier"* were common comments from novice athletes.

Respondents were asked to indicate whether they were likely to continue with the positive lifestyle changes they had made after the event. These for example included changes to fitness, nutrition, diet, alcohol consumption and smoking. The majority of respondents either said yes they would continue with these or there was no change, for example where participants were already exhibiting positive lifestyles.

When asked about the impacts of Ironman, it was most common for respondents to say: I feel *"fitter and healthier"*, am *"happier"*, have *"more energy"* and *"higher levels of self esteem"*, I developed *"friendships"* and the event provided *"a clear focus for my training"*.

1.3 Economic impact

Whilst the amount of money spent on training in the lead up to the event varied greatly between participants (ranging from £0-£20,000) the average spend per competitor was £2,000. 1 in 7 competitors were Staffordshire based and therefore it is estimated that spend on training and equipment in Staffordshire, prior to the event, could be up to £574,000.

For the duration of the event, it is estimated that overall spend for all competitors and their families is £346,000 for travel and accommodation, £179,000 for food and drink and £40,000 for attractions/entertainment. Total estimated spend by competitors and the families as a result of taking part in the event is estimated to be at £1,012,000. This is based on the average spend of survey respondents who were participants in the event and comprises spend on known costs of travel, accommodation, food and drink as well as individuals and families other personal costs.

1.4 Perceptions of Staffordshire

74% of survey respondents said that they had needed to stay over in Staffordshire in order to complete the Ironman event. Those participants who had stayed over in Staffordshire were asked to rate their stay and to share their wider perceptions of Staffordshire as a place to visit.

The majority provided positive feedback about their stay with 87% rating it as 'good' or 'very good'. This compares similarly with previous Staffordshire County Council overnight visitor surveys. What is noticeable however is that participants of Ironman were more likely to rate their stay as average when compared to Staffordshire's Overnight Visitor Surveys. This may be indicative of their expectations and/or may be a reflection of the accommodation they stayed in during a period of high demand for Staffordshire.

The majority of those who stayed over did say that they would visit Staffordshire again (86%) and they would recommend Staffordshire to others (85%). 15% would be unlikely to recommend Staffordshire and 14% wouldn't visit Staffordshire again. It was less common for visitors to Staffordshire to say the same in the Staffordshire Overnight Visitors Survey but it is likely that these differences are influenced by choice. Ironman competitors visited Staffordshire to participate in the event whilst Overnight Visitors chose to visit Staffordshire, perhaps because of their interest in the county and the attractions on offer.

Participants commented on what they thought of Staffordshire generally and they tended to provide positive feedback. The most commonly mentioned words and phrases used to describe the county were: it's "*a beautiful county*", it's "*lovely*" and it contains "*lots of countryside*".

1.5 Recommendations

- Give consideration to respondents inspirational stories and use these to encourage more Staffordshire novices to participate in next years Ironman event. The adjustments which participants, and particularly novice participants, need to make to their health and lifestyle to effectively train for events such as Ironman have short and potentially long term health benefits both for participants and for their families and friends.
- It is important to recognise the economic benefits that hosting large scale events such as Ironman can bring to the county. Consideration should be given to maximise opportunities for spend in the lead up to and during future Ironman events. Also recognise the benefits of and seek out further opportunities for hosting similar such **Page 47** the future.

2.1 INTRODUCTION

Ironman chose Staffordshire to host a World Champion qualifier event. Ironman Staffordshire 70.3, was a triathlon event which incorporated a 1.2 mile swim, a 56 mile bike ride and a 13.1 mile run. Taking place on Sunday 14th June 2015, it was a challenging event open to both novices and experienced athletes, many of whom were seeking to achieve personal bests and entry into the world champion event.

Ironman was accompanied by Ironkids. This was a running event for children between the ages of 3-14 and was held in the grounds of the Shugborough Hall Estate on Saturday 13th June. This family event aimed to encourage fun and healthy living for children.

It was expected that the events would attract significant numbers of people to Staffordshire both in the run up, during and after the event. And this in turn was expected to bring many positive benefits to Staffordshire and its communities. These were expected to include economic and health benefits. For the economy, it was estimated that over £2.7 million would be spent during the annual occasion and for health, benefits were expected for those athletes involved, with the event also being viewed as an excellent opportunity to introduce people to active, healthy lifestyles.

To fully understand the impacts of Ironman 70.3 upon Staffordshire and its communities, participants were asked to share their opinions both prior to and after participation. They were asked to share their overall perceptions as well as their views on the health and economic impacts of the events. Their responses have been summarised in this report.

2.2 METHODOLOGY

Over 2,000 participants² took part in Ironman Staffordshire 70.3. All participants were encouraged to share their views both before and after the event as part of an evaluation to better understand the Impacts of the event.

Pre event, participants were invited to share their views through an online survey. The survey was developed within the Insight, Planning and Performance Team on behalf of Staffordshire County Council's Sportshire Coordinator and it incorporated valuable feedback from Public Health and Place representatives.

The pre event survey commenced in the week beginning 25th May 2015 and views were accepted up until the day of the event on Sunday 14th June 2015. All participants were then invited to share their feedback post event. Feedback was sought from the week commencing 15th June 2015 and responses were accepted up until Thursday 9th July 2015.

Additional feedback from participants event entry forms has also been included to highlight key points where these are representative of wider themes. These include respondents case studies/inspirational stories of why they chose to participate in the event.

² 2012 participants completed Ironman Staffordshire 70.3 and Ironman Staffordshire 70.3 Relay

2.3 RESPONSES

Over 800 survey responses were received from competitors. 414 shared their views pre event and a further 418 responded to the post event evaluation survey. This equated to a response rate of 21% for each of the two surveys. This is a statistically representative response at the 95% confidence level. This means that if the surveys were repeated, in 95 out of 100 cases, the same responses would be achieved. The surveys have a confidence interval of +/- 4%, meaning that the percentage response given to any question could fall up to 4% higher or 4% lower than the actual response received. A confidence interval of +/-3-4% is fairly typical for a robust survey.

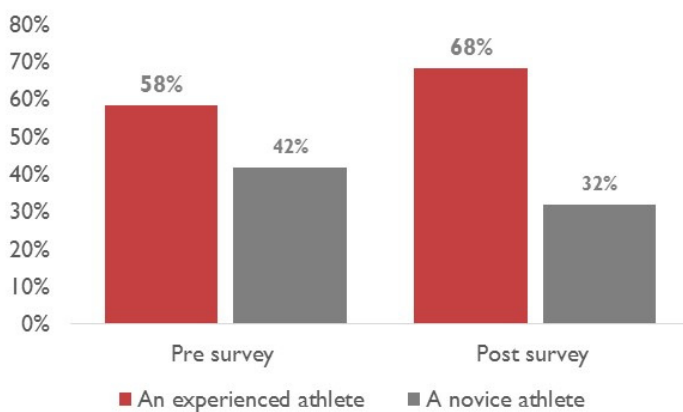
Responses received in addition to this included participants who shared their stories of why they chose to participate in the events and the impact that participation has had upon themselves and their families. Social media was also used widely before, during and after the event both by event coordinators and by participants who shared their views on the Staffordshire Ironman 70.3 Facebook page. These expand upon, and provide understanding and depth to the quantitative survey responses.

2.4 PROFILE OF RESPONDENTS

Experience

414 responded to the pre event survey and 418 responded to the post event evaluation survey. Ironman Staffordshire 70.3 had the largest percentage of novices in an Ironman branded race. 61% of all registered entrants were novices. Athletes were more likely to describe themselves as novices in the pre event survey and more likely to describe themselves as experienced athletes post event. It is likely that some respondents who classed themselves as novices before the event classed themselves as experienced athletes on completion of the challenge.

Figure 2.1: Pre and Post survey responses by experience



Gender

By gender the majority of participants were male in both the pre and post surveys. This is reflective of the general make up of Ironman events. When comparing gender in both the pre and post surveys, males were slightly more likely than females to respond to the post event survey. However, Ironman Staffordshire 70.3 did have the highest proportion of registered females for any Ironman branded event. 25% of registered participants were female.

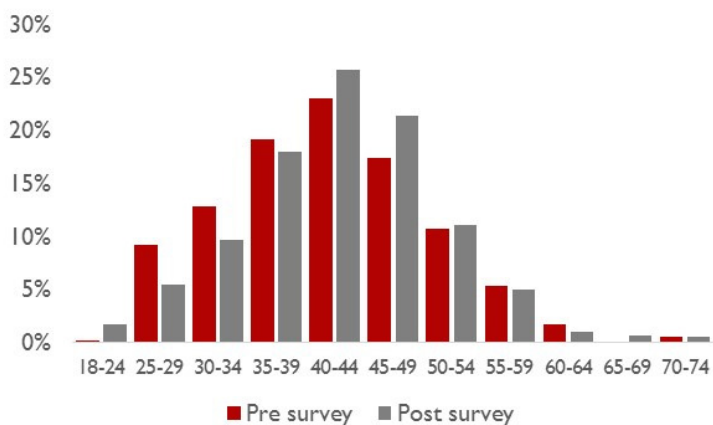
Figure 2.2: Response by gender



Age

Participants of both the pre and post survey were more likely to be between the ages of 35-49. This is consistent with the profile of participants overall and for Ironman competitions in general.

Figure 2.3: Pre and Post survey responses by age group



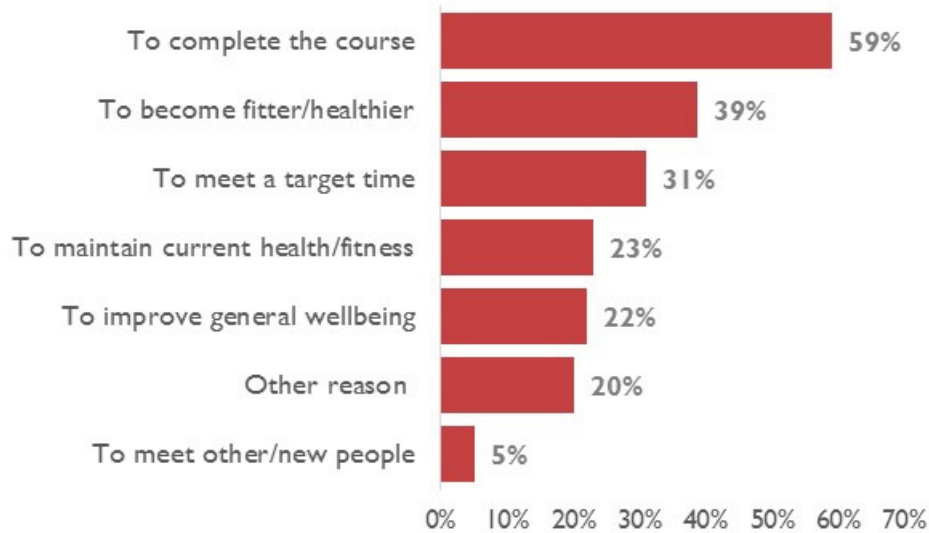
Additional profile information

- 14% (58 respondents) were a member of a sports club/recreational facilities and of these 58 respondents, 80% (43 respondents) undertook training for Ironman at a sports club/recreational facility.
- 11% of survey respondents had a child who was participating in Ironkids.

3. REASONS FOR PARTICIPATION

The principle reason people gave for undertaking the Ironman event was the desire to complete the course (59%), 39% also felt it was a brilliant opportunity to become fitter and healthier. Other reasons people gave for wanting to participate included “the challenge”, it’s a good opportunity to “raise money for charity” and preparing for the event “helps with training for other events.” People’s reasons for wanting to participate are outlined in the figure below.

Figure 3.1: Reasons for participation in Ironman



In their pre event registration forms, contenders were also invited to describe their motivations for wanting to participate in Ironman. Becoming fitter and healthier and raising money for charity were also outlined as common reasons for participation here. For example:

- *“I would like to raise money for Scope a charity close to my heart. I am 40 in 2015 and want to do something different to challenge myself.”*
- *“This is my local Ironman and it would be a dream come true to take part. Since losing my dad to a heart attack I have started keeping fit, I have completed sprint triathlons this year. I am insulin dependant and want to show other diabetics that this condition doesn't stop you doing what you want to.”*

4. ECONOMIC IMPACT OF IRONMAN

4.1 Monies spent on training

The amount of money competitors spent on Ironman Staffordshire 70.3 varied greatly between participants. Participants were asked to calculate spend and to include training equipment and sports club fees in their calculations. Spend ranged from £0 to £20,000 with the average spend per competitor being £2,000. It was common for this spend to include new purchases, for example, the purchase of a new bike- £2000 was a common amount to spend on a new bike.

Purchasing of a new bike for training and event participation was a common spend



Spending £2,000 on a new bike was common

1 in 7 competitors were Staffordshire based and therefore spend on training and equipment in Staffordshire is estimated to be at over half a million pounds (£575,000)³.

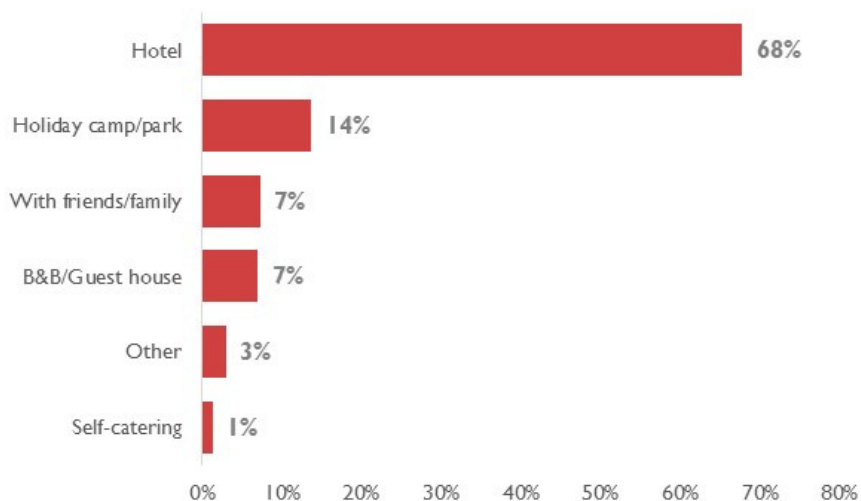
4.2 Visiting Staffordshire attractions

From participants responses, it is clear that the Ironman event did not result in the majority visiting any other Staffordshire attractions. 83% of survey respondents said they did not visit any other attractions in Staffordshire. However, 17% (or seventy people) said that the event had resulted in them visiting other attractions in Staffordshire. Those attractions that people spent time exploring included; the Shugborough Estate, Chasewater, Lichfield, Alton Towers, Trentham Gardens and the National Memorial Arboretum. If 17% of participants who took part in the event overall had visited somewhere in Staffordshire, this would equate to a total of 342 Ironman participants visiting other attractions during the event weekend.

4.3 Staying over in Staffordshire

Nearly three quarters of those participants who shared their views did say that they stayed over in Staffordshire to enable them to compete in the event. This equated to 74% (or 307 of survey participants). If the same number of overall participants in the event stayed over in Staffordshire, this would equate to 1488 of competitors staying over in Staffordshire during the Ironman weekend.

4.1: Where respondents stayed in their visit to Staffordshire



4.3 Staying over in Staffordshire continued...

Of those competitors who shared their views about where they stayed, it was most common for them to have stayed in a hotel (68%). Holiday camps/parks were also used by 14% of competitors. Participants accommodation choices are outlined in figure 4.1.

4.4 Monies spent during the event

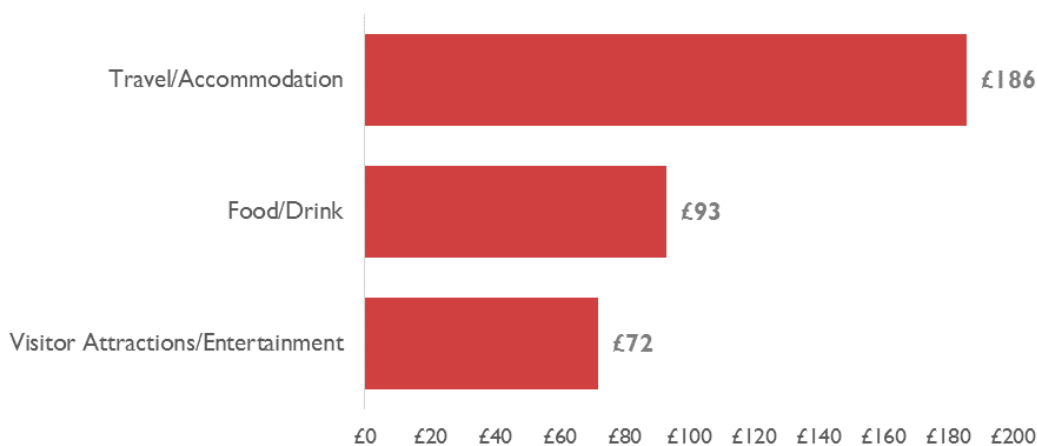
Participants spent the most on their travel/accommodation costs. Spend on travel and accommodation for competitors and their families ranged from £0 to £3000 per survey respondent with the average spend per respondent and their families standing at £186. If we take into account those survey respondents and their families who did not spend, the average spend drops to £172 a person and their family. Using this average of £172, we can estimate total spend on travel and accommodation by all participants and their families to be £346,000.

Spend on food and drink was half that which was spent on travel and accommodation. Spend on food and drink ranged from £0-£1000 per respondent and their family with the average spend per respondent and their family (by those who said they spent at least something) standing at £93. Once again if we take into account those survey respondents who did not spend anything on food and drink, the average spend drops to £89 per survey respondent and their family. Similarly, if we use this average of £89 a person and their family, we can estimate total spend on food and drink of £179,000.

Spend on visitor attractions/entertainment was unsurprisingly lower as three quarters of survey respondents had already cited that they had not visited any Staffordshire attractions during their stay. Not having “enough time” was the most commonly mentioned reason for this. Spend on visitor attractions/entertainment per respondent and their families, like with other spend, varied greatly between £0 and £700. The average spend per respondent and their families (for those respondents and their families who said they at least spent something) was £72. If we take into account the vast majority of survey respondents and their families who did not spend anything, the average reduces to £20 per survey respondent and their family. If we use this average of £20, we can estimate total spend on visitor attractions/entertainment of all competitors in Ironman Staffordshire 70.3 to be at £40,000.

Figure 4.2:

Average spend per respondent (and their families) as a result of taking part in Staffordshire Ironman 70.3



Base: All survey respondents

Total spend by survey respondents and their families varied between £0—£4,500. Average total spend (by those survey respondents and their families who were spending) stood at £510.

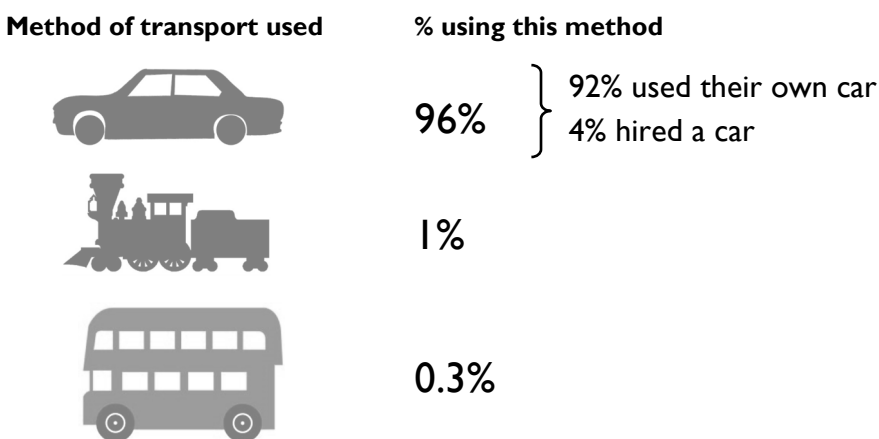
The average total spend dropped slightly to £503 per respondent and their family when those respondents and their families who spent nothing were included. If we use this average of £503 per competitor and their family, we can estimate the total average spend by competitors and their families to be £1,012,000. This is based on the average spend of survey respondents who were participants in the event and comprises spend on known costs of travel, accommodation, food and drink as well as individuals and families other personal costs.

Figure 4.3: Estimated spend in Staffordshire—overall spend and spend by type



4.5 Transport used to travel to and from Staffordshire

The most commonly used mode of transport which people used to travel to and from the Ironman event was the car. Train and bus were only used by a small minority of participants. 2.6% used another form of transport to get to and from Staffordshire. These forms included camper vans, motor homes, horse boxes and aeroplanes.



5. HEALTH IMPACTS OF IRONMAN

5.1 Pre Ironman physical activity levels

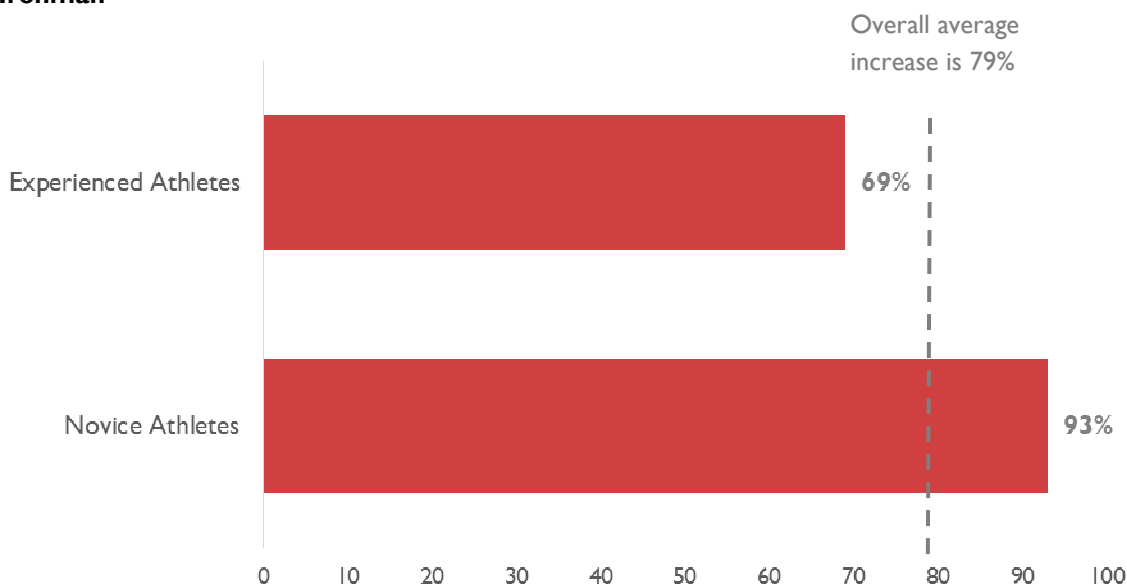
Survey respondents were invited to share their views on the health impacts of participation in Ironman Staffordshire 70.3 both pre and post event. Pre event, respondents were invited to share their views on whether they had increased the amount of physical activity they had undertaken since training for Ironman and to describe how this had changed since committing to the event.

The majority of participants did say that they had increased the amount of physical activity they had undertaken as a result of committing to Ironman. It would generally be expected for participants to need to increase their levels of activity prior to an event which was as challenging as Ironman.

“79% had increased the amount of physical activity they undertook as a result of committing to Ironman”.

What is interesting is that 61% of all registered competitors considered themselves to be novices to Ironman, prior to the event, and novice athletes tackling the distance/event/sport for the first time were far more likely to say that they had increased their physical activity level since committing to Ironman. In their survey responses, 93% of novices said they had increased their activity level compared to 69% of experienced athletes who were used to competing in Ironman or similar such events.

Figure 5.1: % who had increased the amount of physical activity they undertook as a result of committing to Ironman



Bringing Ironman to Staffordshire has encouraged more Staffordshire residents to become healthier. 185 participants indicated in their pre registration forms that they were both from Staffordshire and were new to the event and it is likely that 93% or 172 of these increased their levels of physical activity as a result of committing to Ironman.

5.2 Training for Ironman

Since committing to Ironman, it was common for survey respondents to say that they were undertaking more “swimming, running and cycling”. Some said they had started “open water swimming” and some also said they were doing other types of training for example “circuits”, at the “gym” or “taking up an extra sport so I am able to do all three”.

In terms of how respondents activity levels had changed since they had signed up to Ironman, the most commonly mentioned changes were to the structure, volume and frequency of their training. For example;

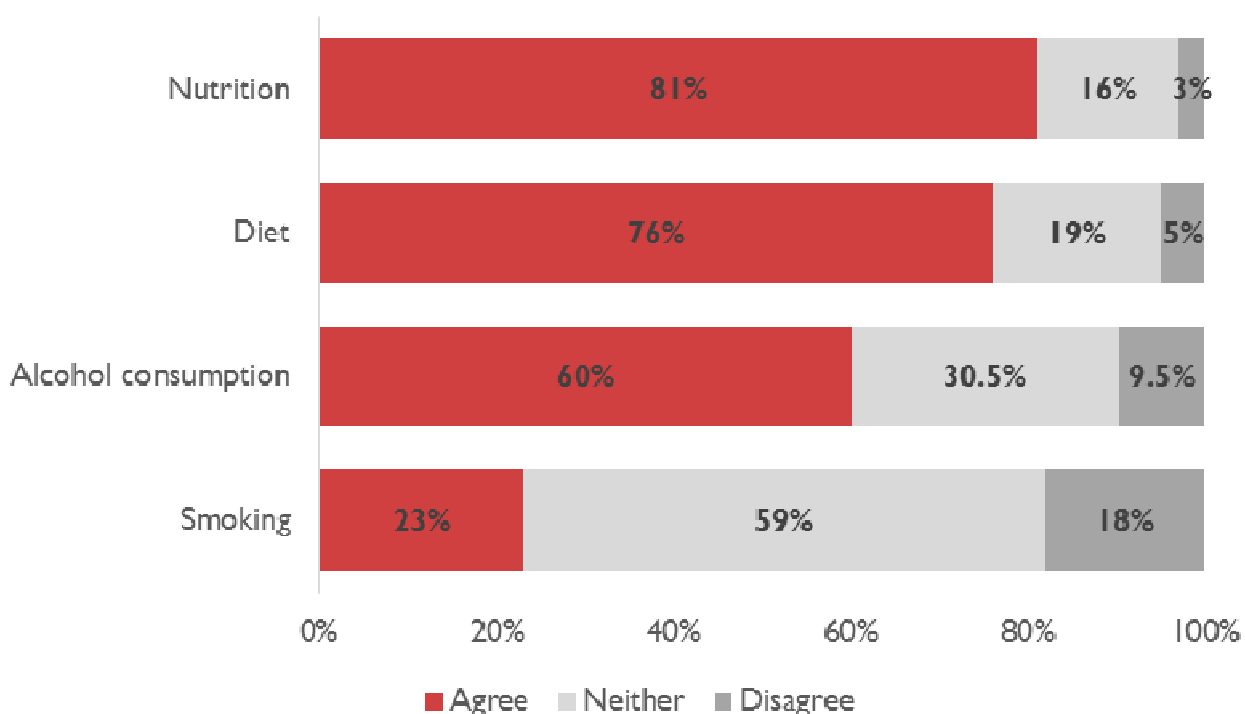
- “Around 10 hours a week total across 7 or 8 months. Training increased from 5 - 8 hours a week to a structured 15 hours a week programme”.
- “Training for each discipline has increased due to distance of event”.
- “I have learnt to swim front crawl and now regularly swim and cycle whereas in the past I mainly just ran”.
- “I am now coached full time”.

5.3 The impact training has had on participants lifestyle choices

Training for Ironman Staffordshire has clearly had a positive impact on the majority of survey respondents lifestyle choices. This is most evident in relation to nutrition and diet. 81% said that training had impacted on their nutrition and 76% said it had impacted on their diet. 60% also agreed training had encouraged healthier lifestyle choices and had impacted positively on the amount of alcohol they drunk.

Whilst the largest majority did not feel that training had made a difference to the amount they smoked, this is most likely to be because the majority of survey respondents who were training for Ironman were already non-smokers.

5.2: The impact of training for Ironman on participants lifestyle choices.



Experienced athletes, used to competing in Ironman or similar events, were more likely to agree that they had made positive lifestyle choices in their training.

For example:

- 80% of experienced athletes had made changes to their diet compared to 71% of novices athletes. This could for example suggest that there are some novice athletes that may need advice and guidance on their dietary choices to ensure they are making the right choices whilst undertaking training.
- Similarly, experienced athletes overall were more likely to agree that training for Ironman had encouraged them to make positive lifestyle changes than novice athletes were. 88% of experienced athletes agreed that training had encouraged them to make positive lifestyle choices compared to 80% of novice athletes.

Survey respondents participating in Ironman provided numerous examples of how Ironman had made a difference to their lifestyle. Below is a summary of all written responses. The most commonly mentioned responses are represented by a larger font size. Time for training was key and whilst this was generally regarded as positive because it encouraged people to become fitter and healthier, a few respondents did say that it impacted on their social life. For example there was less time for them to be able to socialise and spend time with their families.

5.3: How Ironman has made a difference to participants



5.4 Overall health and wellbeing of participants before the event

Since training for Ironman, participants who were surveyed were asked to indicate whether in general they felt their health and wellbeing had improved. 83% of those surveyed agreed that since training for the event, their health and wellbeing had improved. Fewer than 2% disagreed.

“The majority of participants agreed that their training for Ironman had improved their general health and wellbeing”.

Whilst both experienced athletes and novice athletes agreed that their Ironman training had improved their general health and wellbeing, novices agreed they benefited from it slightly more than experienced athletes did. Whilst 89% of novices felt they benefited, slightly fewer experienced athletes (79%) said the same.

Respondents were also invited to share examples of how their health and wellbeing had improved since they had begun undertaking training for the event. Losing weight and feeling fitter and healthier were commonly mentioned benefits and these for example included the specific comments outlined below:

- *“My average pace, overall fitness and weight have all improved”.*
- *“I have more energy and relax better”.*
- *“Predominately it is my general health and wellbeing that has improved”.*

Comments received from all respondents are documented in the attached wordle. The most frequently mentioned words are shown in a larger font.

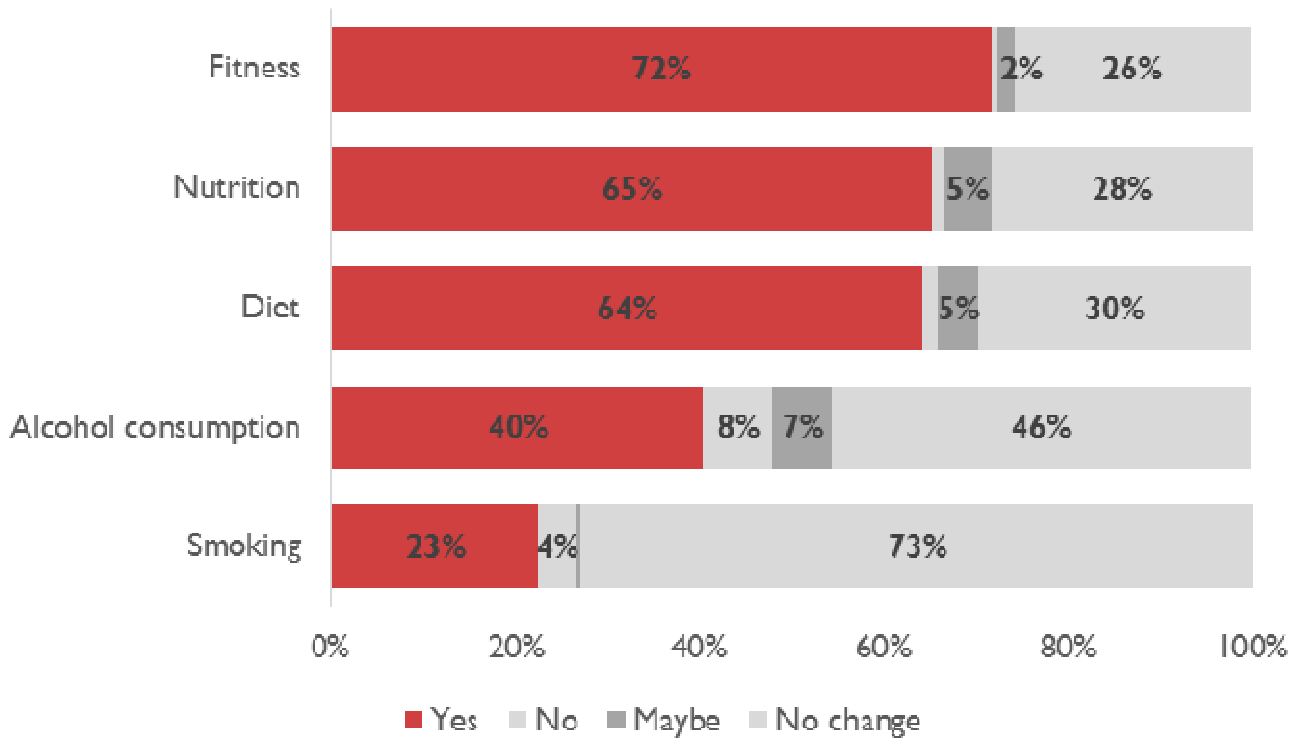
5.4 Comments shared by respondents on how their health and wellbeing has improved



5.5 Maintaining positive lifestyle changes post event

Respondents were likely to say that 'yes' they would continue with positive lifestyle changes if they did not already have these in place prior to the Ironman event. The event was most likely to encourage participants to continue with the positive changes they had made to their fitness levels (72%).

5.5 Continuing with positive lifestyle changes after the event



*Percentages of 1% or less are included on the bar graph but their numerical values are not included due to limitations of space

Whilst the event saw no change to the majority of participants behaviour in terms of smoking, nearly a quarter (23%) still acknowledged that they had made positive changes which they would continue with after the event. Similarly, 40% also said they would continue with positive changes they had made to their levels of alcohol consumption.

82% agreed that since training for Ironman their general health and wellbeing has improved. Only 2% disagreed.

5.6 The impact of Ironman upon people's lives

“I feel fitter, healthier, happier and have more energy”.

63% (265 respondents) commented on the impacts of Ironman. The vast majority of participants commenting were positive with participants saying they felt “fitter” and “healthier”, were “happier” had “more energy” and “higher levels of self esteem”. A case study from a participant which is reflective of this desire to become fitter and healthier is outlined below.

Case Study:

Sam* is in his late fifties and lives in the wider London area. He is an experienced athlete who has been competing in triathlons for over four years now. He plans to continue to take part in more!

His training for Ironman Staffordshire has encouraged him to eat healthier, to choose more nutritionally balanced food and to drink less alcohol.

He feels Ironman has helped him to improve his general level of fitness. During the last four years, he has lost three stone and his blood pressure has gone from being very high to that of a twenty year old. This is all down to his event training!

He looks better, feels better mentally and he sleeps well. He also thoroughly enjoyed participating in Ironman Staffordshire because he grew up in the County and has family ties here.

“It provided a clear focus for my training!”

Seasoned athletes commented that this type of event was useful for them because it provided “a clear focus for their training” and enabled them to “maintain” the lifestyle which they have already worked hard to achieve. This point is exemplified through the case study below.

Case Study:

In her late thirties, Dawn* is an experienced athlete who is used to competing in Ironman or similar such events. She has competed in over seven such events in recent years.

Dawn* already lives a very healthy lifestyle. She eats healthily and doesn't smoke and only drinks alcohol occasionally. She is a member of a sports club in the London area where she lives and she undertook some of her training for the event there.

Once she had signed up to the Staffordshire Ironman event, Dawn* found that this provided her with a clear aim. It helped to focus her training and gave her a clear goal to work towards. She found this to be particularly important at times where she needed to juggle training with both work and personal demands.

Training for and participating in the event gave her the balance she needed in her life and this in turn has made her feel fitter and happier.

* All names have been changed to protect the identity of athletes participating in the event.

“My family and friends have been inspired by Ironman”

The commitment to training was recognised to be *“time intensive”* and for some whilst this meant there were opportunities to develop *“new friendships”* others felt that the time spent training had meant that they had needed to sacrifice *“family time”*. Some competitors with families took the opportunity to involve their families and this had encouraged these families to become *“fitter and healthier together”*. The below case study is reflective of those families who have been inspired by Ironman to become fitter and healthier.

Case Study:

Carly*, is a female in her early forties. Until recently she had no interest in sport. That is until a year and a half ago when her husband who is an Ironman competitor bought her entry into Ironman Staffordshire 70.3 as a Christmas present.

Since then, her whole family have been inspired by Ironman. Her two children ages 4 and 6 love to attend training sessions, playing in the water during the open water training sessions and going on cycle rides at the weekend. They took part in Ironkids and both aim to be Ironmen when they are older. Seeing their parents experiences and having the opportunity to accompany their parents at training sessions has inspired them and has helped them develop a healthy outdoors lifestyle and to make healthier eating choices.

“I developed lifelong friendships!”

Participants also commented that training and participation in the event had provided the opportunity to *“meet new people”* and in some cases to *“develop life long friendships”*.

Case Study:

James* is an experienced athlete from the Birmingham area used to competing in triathlons. He has competed in seven or more such events in recent years. He also undertakes runs up to and including marathon level. James* is in his late forties and has found that training for Ironman and similar such events has enabled him to meet so many likeminded people and in some cases to develop lifelong friendships, which he greatly values.

“I overcame personal fears and challenges”

The event was *“challenging”* for many and for some it also provided the opportunity to overcome personal challenges or fears, for example *“getting back in the water and swimming”* having been fearful of the water for years.

Case Study:

Jodie* is a female in her early forties and she was a novice Ironman participant, tackling both the event and all three sports for the first time. Before participating in Ironman she had been afraid of water and was unable to swim. With the help of her husband and a personal trainer, she learnt to swim and began training in the open water near to her home in the West Country. She is now a strong and confident swimmer. She is so proud that she has overcome one of her greatest fears and has successfully completed her first Ironman event. She described the event as an amazing experience.

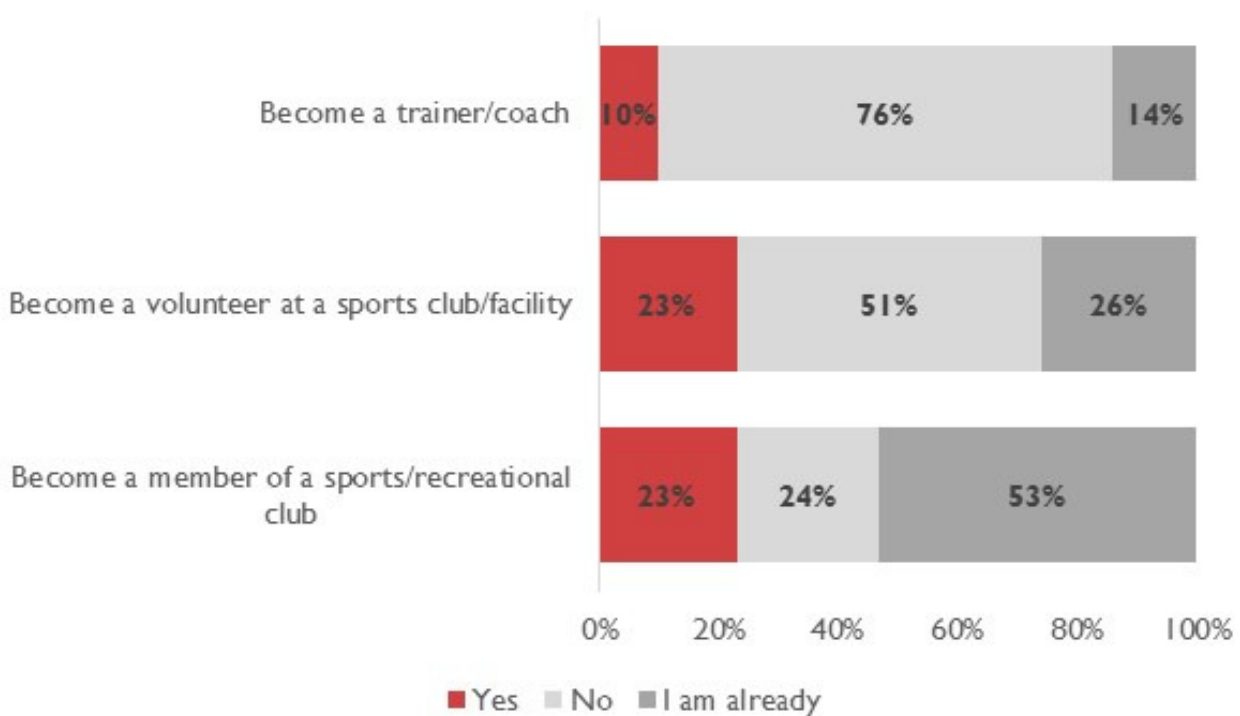
5.7 Additional impacts of participation

Survey respondents indicated that Ironman Staffordshire has encouraged them to become involved with sports/recreational clubs. Whilst a sizeable proportion of respondents indicated that they were already a member of a sports/recreational club, nearly one quarter (23%) had felt encouraged to do so whilst they were participating in Ironman.

Nearly one quarter (23%) also said that the event had encouraged them to volunteer at a sports club/facility. 10% had also been encouraged to become a trainer/coach as a result of participating in Ironman Staffordshire.

92% of those participating in the event indicated that they would like to take part in future triathlons or other races. Comments included “*I love these events*”, they are “*great fun*” and “*the sense of achievement at the end is amazing.*”

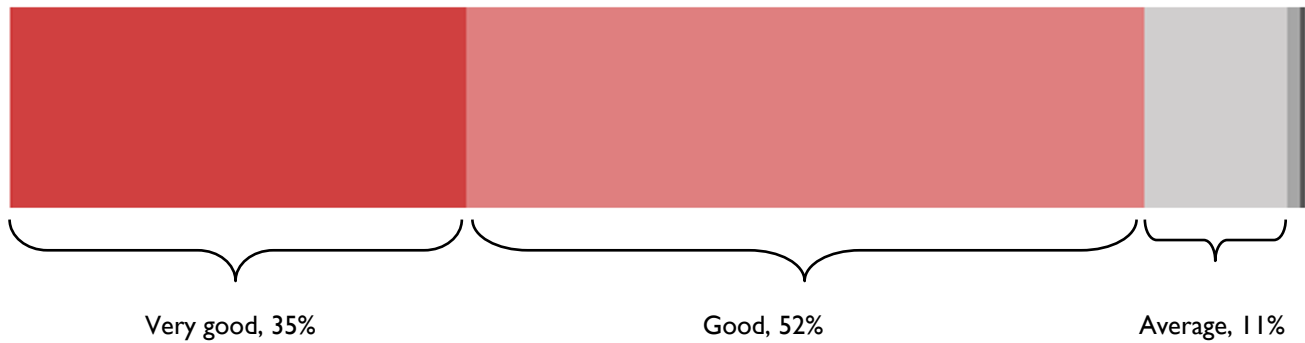
5.6: Additional impacts of participation in Ironman Staffordshire



6. OVERALL PERCEPTIONS OF STAFFORDSHIRE

Those respondents who were staying over in Staffordshire were invited to rate what they thought of their stay. The majority rated their stay as either good or very good (87%). Less than 2% said their stay was poor or very poor.

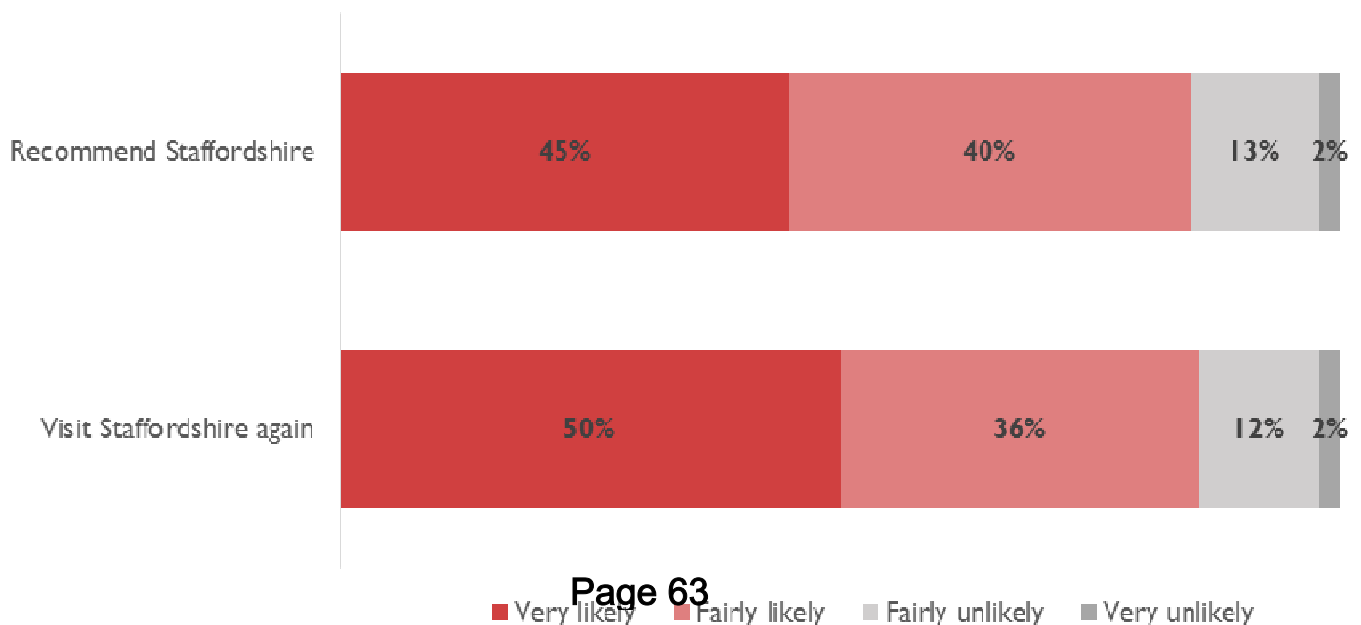
Figure 6.1: Rating Staffordshire as a place to stay - participants who had stayed over in Staffordshire (%)



This compares similarly to the Staffordshire Overnight Visitor Survey 2013, in which less than 1% rated Staffordshire's accommodation as poor or very poor. No respondents rated Staffordshire as a place to visit as poor. Ironman participants were however more likely to rate Staffordshire as a place to stay as average (11%). In comparison, no respondents to the Overnight Visitor Survey said their accommodation was average and only 4% rated Staffordshire as a place to stay as average.

The majority of respondents who had stayed over in Staffordshire did say that they would both recommend Staffordshire to others as a place to visit (85%) and would visit Staffordshire again themselves (86%). The comparative survey information available in the Overnight Visitor Survey does suggest that those survey respondents who participated in Ironman were slightly less likely to recommend their accommodation or to recommend Staffordshire to their friends and family. 15% of Ironman survey respondents were unlikely to recommend Staffordshire with less than 2% saying the same in the Staffordshire Overnight Visitor Survey.

Figure 6.2: How likely it was for Ironman participants to say they would... (%)



Survey respondents shared many comments about Staffordshire as a place to visit. All the comments shared by them are outlined in the wordle below. The most frequently mentioned words are shown in a larger font. For example Staffordshire was described as a “beautiful county”, it’s “lovely” and it contains “lots of countryside”.

6.3: What participants said about their visit to Staffordshire



7. IRONKIDS

7.1 Participation

Pre event, 10% of survey respondents (43 respondents) had a child or children who were participating in Ironkids. Post event, 9% of survey respondents (36 respondents) said that they had a child or children who were participating in Ironkids.

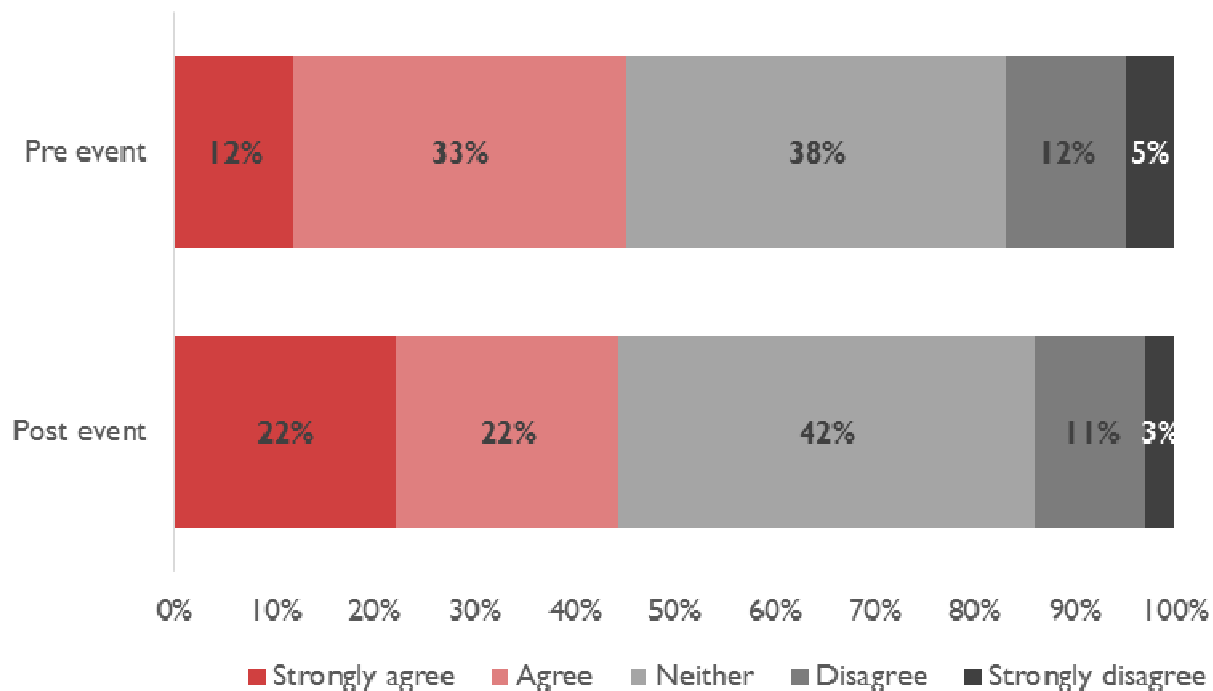
The age range of participating children was 3-14. In both surveys, it was most common for survey respondents to say that their children were between the ages of 5-11. 43 out of 59 children were in this age range in the pre event survey and 46 children out of 57 were within this age range in the post event survey.

7.2 Levels of physical activity

Both pre and post event, the largest proportion of respondents (just under half) agreed that Ironkids had encouraged their children to increase their level of physical activity. Post event, parents were more likely to strongly agree with this (22%) than they were prior to the event (12%).

The second largest proportion of respondents (both pre and post event) did not feel that the event had encouraged their children to increase their levels of physical activity. Respondents views are documented in the figure below.

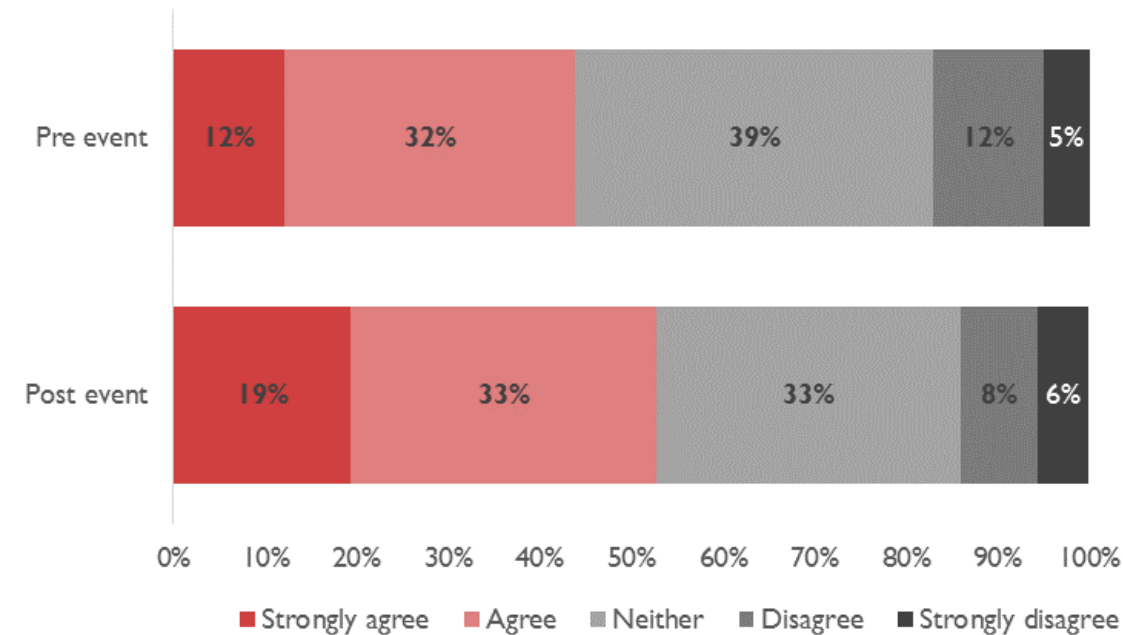
Figure 7.1: Respondents views on whether Ironkids has encouraged children to increase their level of physical activity (%)



7.3 Positive lifestyle changes

The largest proportion of respondents, both pre and post event, agreed that Ironkids had encouraged their children to make positive lifestyle changes. These changes were most likely post event, where over half of all respondents (52%) agreed that their children had been encouraged to make positive lifestyle changes. The second largest proportion of respondents in both the pre and post survey did not feel that the event had encouraged their children to make positive lifestyle changes. Respondents views are outlined in the figure below.

Figure 7.2: Respondents views on whether Ironkids has encouraged their children to make positive lifestyle changes (%)



Respondents who felt that Ironkids had encouraged their children to make positive lifestyle changes were asked to indicate what these changes were. Respondents were most likely to say that their children were participating in sports. Running and swimming were popular sports mentioned most frequently. It was also common for respondents to say that their children were generally being more active and participating in sports at the evening and weekends. All comments shared have been summarised below. Those responses in the largest font are those which were mentioned most frequently.

Figure 7.3: Parents comments on the physical activities which their children were participating in after taking part in Ironkids





Headline Sponsor



The ultimate mix of sport, business and tourism

Games in Numbers

Of all respondents

91% Satisfied or Extremely Satisfied with their experience of the *Corporate Games*



35% consider themselves to be novices

65% consider themselves to be experienced

92% to represent their Organisation

Top 4 reasons for entering were

30% increased the amount of exercise they did as a result of the Games

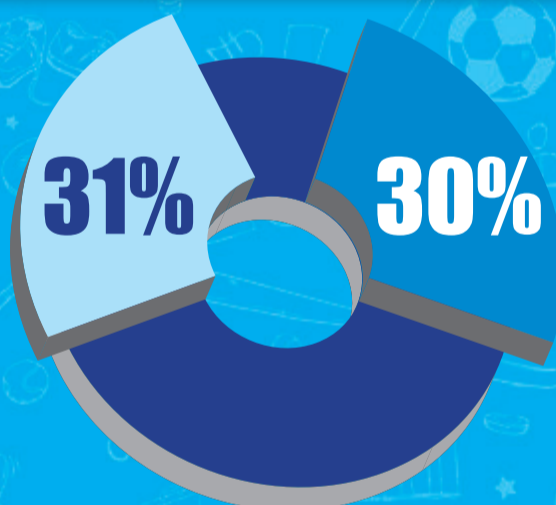
79% to meet new people

60% to complete the course/event



30% to maintain current health/fitness

Agreed or strongly agreed that entry in to the Games helped improve their diet



Agreed or strongly agreed that entry in to the Games helped improve their nutrition

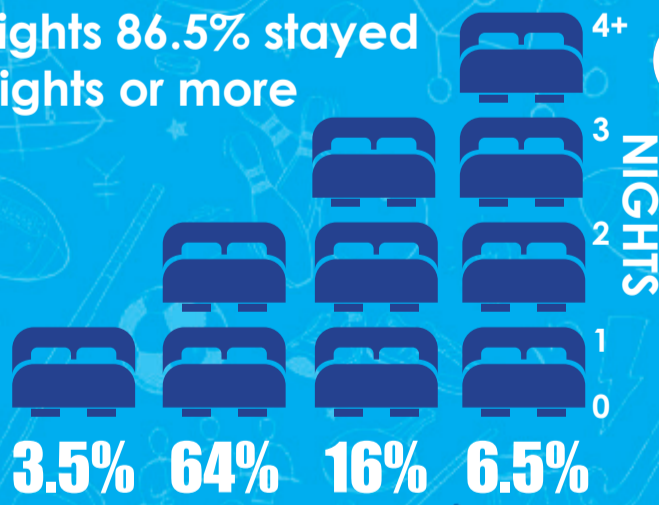


Overall more than 40% of responders agreed or strongly agreed that the *UK Corporate Games* encouraged them to make positive lifestyle changes

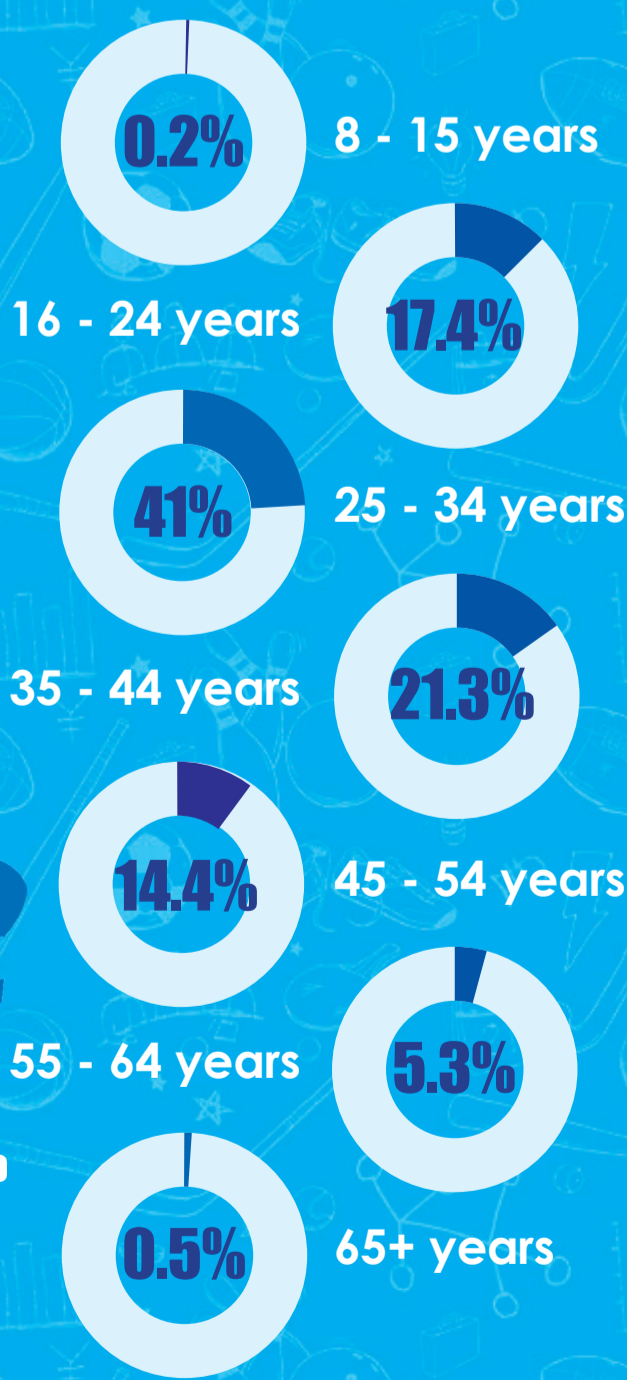
Since undertaking training for the Games more than 36% agreed that their general health had improved.



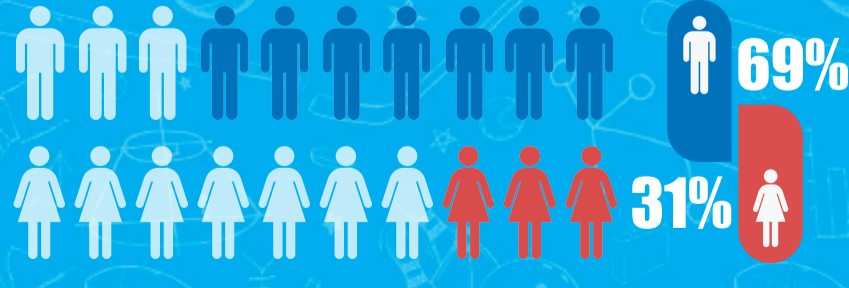
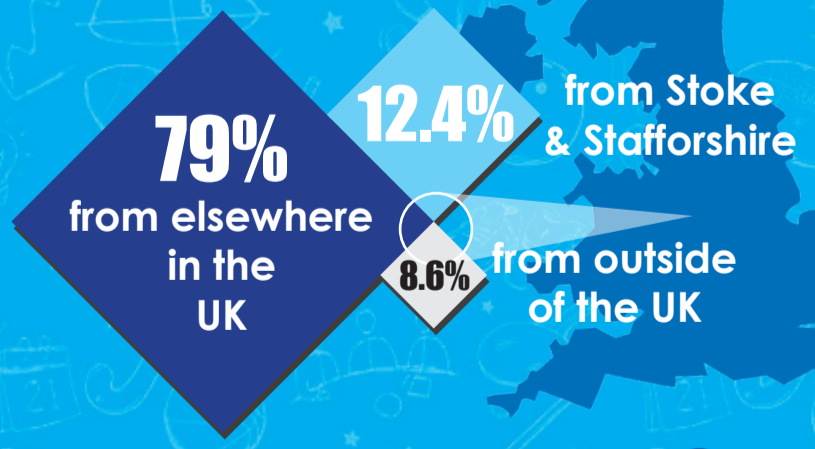
Bed Nights 86.5% stayed for 2 nights or more



In terms of age



So where did the respondent come from?



We are proud to say that more than 90% of responders agreed or strongly agreed that the Games had improved their morale! This improves our Morale too...

Visit www.corporate-games.com for details or call +44 (0) 1733 380 888



Corporate Games™

Economic Impact Summary of the UK Corporate Games Stoke- on-Trent and Staffordshire 2015

Introduction

The **UK Corporate Games** Stoke-on-Trent and Staffordshire 2015 was staged between the 25th – 28th June and it was a resounding success for everyone involved. An infographic on satisfaction, health and morale levels is attached and a full transcript of the data facilitating the infographic has been forwarded to the respective Council representatives. A sample beneficiary list is also included.

Though an Ekos report or similar was not commissioned in relation to this Games it is possible to extrapolate figures and make comparisons between the previous Ekos Visitor Research and Economic Impact report covering the **UK Corporate Games** Liverpool 2010.

Media and International promotion statistics and values were not part of the original Study of 2010 so they have not been incorporated into this report to make the comparison more accurate. It should be noted though, that the International and National promotion was significant and extremely valuable for the Games destinations which led to visitors from across the UK and Europe attending the Games.

Direct Comparison's in Entry Numbers

Liverpool 2010		Stoke and Staffs 2015	
Entrants	4460	Entrants	4582
Non Participants attending	420	Non Participants attending	475
Total	4880	Total	5057

A small increase of 2.5% of entrants and non-participants was recorded between 2010 -2015. However, had large local employers entered teams like JCB, Keele, Wedgewood, Decra, Goodwin and Michelin (as anticipated) there could have been a sizeable uplift in entry numbers.

Origin of Entrants

Liverpool 2010		Stoke and Staffs 2015	
From Liverpool & NW	28.2%	From Stoke and Staffordshire	12.4%
Elsewhere in the UK	71.7%	Elsewhere in the UK	79.0%
Overseas	0.1%	Overseas	8.6%

Significant increases were seen in 2015 for: A) International participants- who usually stay longer.
B) Visitors from elsewhere across the UK, boosting accommodation occupancy & direct spend.

Entrants byAge

Liverpool 2010		Stoke and Staffs 2015	
8-15	NA	8-15	0.2%
16-24	19%	16-24	17.4%
25-34	51%	25-34	41.0%

35-44	21%	35-44	21.3%
45-54	8%	45-54	14.4%
55-64	1%	55-64	5.3%
65+	0%	65+	0.5%

Age ranges were similar albeit 2015 featured a greater percentage of entrants aged 35+.

Direct Economic Comparison

Liverpool 2010		Stoke and Staffs 2015	
Accommodation Food & Drinks	£2,490,911	Accommodation Food & Drinks	£3,089,827
Shopping and Attractions	£390,663	Shopping and Attractions	£390,663
Travel and Other	£136,578	Travel and Other	£185,286
Total	£3,018,152	Total	£3,665,776

The increase in entrants and the recommended inflationary rates* have been incorporated. Shopping and attractions were kept consistent as a recognition that entrants were driven into Liverpool 1 (a major newly refurbished shopping district) for the Grand Parade of athletes in Liverpool in 2010. However, Trentham Gardens outlet village was a significant draw for many entrants over the Games weekend due to the presence of the Games Run and the Dragonboat Racing as well as the appeal of the destination generally. There was an increase in travel expenditure due to the increase in International visitors, visitors from elsewhere in the UK and the need to get coach travel to the Parade site from many of the accommodation destinations e.g. Keele and Yarnfield.

Length of Stay

The average length of stay for those in accommodation was 2.1 days in Liverpool but 2.3 days in Stoke-On-Trent and Staffordshire.

Satisfaction Ratings

Though the wording was slightly different between the years, the outcomes were very similar. In 2010, **90%** rated their overall Games experience as either Very Good or Good. In 2015, **91%** considered themselves to be either Extremely Satisfied or Satisfied.

Additional Benefits - (See Sample Beneficiaries Document for a further exploration)

The Games has given considerable exposure to the region and well as helping with attempts to enhance the pride of residents in the area. Thousands of individuals and hundreds of organisations received a direct financial boost as a result of the staging of the Games. Hundreds of Helpers and sport coordinators were integrated into the project and trained which has given them valuable experience and the opportunity to enhance their employability prospects. Local suppliers like SportsJam Kits gained valuable contracts with major organisations like Asda, Axa, Accenture.

A host of venues had the opportunity to showcase their facilities to businesses from the locality and further afield and there is no doubt that the perception of the region has been enhanced in the minds of the visitors in attendance. This will undoubtedly improve business prospects for the future.

Conclusion

It is clear that the **UK Corporate Games** Stoke on Trent and Staffordshire 2016 was a resounding success for everyone involved and all partners should be proud of their involvement.

Notes *An inflationary rate of 19.77% has been incorporate between 2010 and 2015 using the historic tracker calculation tool on www.thisismoney.co.uk . No changes have been made to the Displacement, Additionality and Multipliers used in the 2010 study to enable direct comparison. No economic data was incorporated in relation to the direct spend/bed nights of the Games staff in client, coordination and venue visits in preparing for the Games in either the 2010 or 2015 study.



GREAT SWIM LOCATION PARTNER PROPOSAL





Introduction

The Great Run Company developed the concept of Great Swim in 2008 with the first 1 mile open water event in Lake Windermere. Since then the event series has been a major success with over 22,000 entered the events in 2015 and significant media coverage generated.

Great Swim is a series of televised mass participation open water swimming events, featuring an elite competition. The event locations are chosen to showcase iconic locations and stage varying distances at each event to cater for the masses and varying abilities of swimmers taking on the challenge.

Open-Water Swimming, as an elite sport has been brought to mainstream audiences via the Channel 4 TV programmes and the BBC broadcasting the Great North Swim in 2012.

Event Series Growth

Swimmers	Spectators
2008 - 3,000	2008 - 12,000
2009 - 10,000	2009 - 40,000
2012 - 20,000	2012 - 80,000
2015 - 22,000	2015 - 86,000
Total = 132,000 swimmers have entered a Great	Total = 528,000 spectators

The Great Swim Series currently consists of 5 events throughout the UK.

EVENT	DATE	DISTANCES
Great North Swim, Windermere, Cumbria	10 th - 12 th June	½ mile 1 mile 2 mile 5k 10k Relay
Great East Swim, Alton Water, Suffolk	17 th - 18 th June	½ mile 1 mile 2 mile 5k 10k Splash n dash



		(swim/run)
Great Manchester Swim, Salford Quays, Manchester	2 nd July	1 mile
Great Newham London Swim, Royal Victoria Dock, London	16 th July	½ mile 1 mile 2 mile
Great Scottish Swim, Loch Lomond, Trossachs	26 th -27 th August	½ mile 1 mile 2 mile 5k 10k Splash n dash (swim/run)

The aim of a 'Great Midlands Swim' would be to establish a new location for Great Swim in an area we currently don't service. The Great Run Company has strong links with Birmingham City Council in delivering an extensive Great Run programme reaching around 30,000 runners each year. The aim would be to deliver a televised mass participation swimming event with a view of year one achieving 1,500 participants.

Subsequent years would aim to deliver a larger event, with increased participation numbers, thus increasing the fame of the event and its location over the term.



Key Impacts on Event on Location

Economic Impact

- Every participant brings, on average 3.1 spectators with them to an event*
- 30% of participants stay overnight in paid for accommodation*
- An estimated £118 per participant is spent on entertainment, food, beverages, travel and accommodation at each event*

*based on Great Swim Series Average

Great North Swim Economic Study 2011

- 80% thought the event was 'fantastic'.
- Over 60% of those surveyed were between 25-44 years old.
- Most people came with friends and family members. Just 4% were on their own.
- Average party size was 3.8 people. 13% were children.
- 94% were visiting from outside of Cumbria and 66% from outside the North West.
- 98% of visitors said they made their trip specifically for the Swim.
- 59% of visitors were staying overnight.
- Average length of stay was 2.1 nights.
- 47% of visitors stayed in hotels or b&B's, 17% were staying with friends and relatives and 15% camping.
- 95% said they would definitely return to Cumbria - the Lake District in the next two years.
- 86% said they would like to do another Great North Swim.
- Average per person spend at the Swim was £14.83 and per trip £75.53.
- The Great North Swim is estimated to have drawn in £2.6m in tourism value to the county, with a return on investment of £7.66 for every pound spent.
- Compared to other events the Great North Swim attracted a high proportion of visitors from outside of the county and provided an enormous driver to visit.





Health Impact

- 16% of participants across the Great Swim Series claim to be *new* to swimming
- As a direct result of signing up to a Great Swim, over 70% state their frequency of swimming increased
- 62% train specifically for their event
- 39% state that Great Swim is the first time they have signed up to an Outdoor swimming event
- 44% of participants reason for signing up for a Great Swim is *'for the challenge'*
- 85% would participant in a Great Swim again
- 37% of all participants swim for charity, raising on average £300 per person

Media Impact

- Local and National PR Impact – event launch, press coverage covering human interest stories, elite athlete involvement, community outreach programmes and established media partnerships.
- Brand Awareness of the location via TV coverage (C4 Programme plus highlights programme)
- TV coverage for 2011 exceeded 2million viewers across the series



Great Swim Event Services

Each event requires significant investment in infrastructure, operations and IT in order to ensure Health and Safety requirements are met.

In order to guarantee the best possible consumer experience, guarantee participant safety, maximise media coverage, event fame and exposure for partners of Great Swim events,

Great Swim will look to deliver:-

- A full event management service for the event including a comprehensive safety plan
- Organising of temporary Event infrastructure, where appropriate, to include:
 - Changing areas and toilets
 - Start and finish areas
 - Course branding
 - Medical facilities
 - Baggage facilities
 - Hospitality
 - Retail and charity
 - Marked water course
 - All medical/health & safety facilities
 - Timing System
 - PA System
 - Bespoke swim tracker system
 - Advanced and robust water safety management (experienced personnel, detailed policies and procedures document produced for the event)

Other event areas Great Swim would deliver:-

- Athlete Management
- TV programme and distribution
- A full marketing and PR plan in order to gain both local and national exposure
- Promotion and recruitment of participants for the event
- Account management and liaison for all Partners / Sponsors involved in the event
- Branding production and deployment
- Online entry system on the Great Swim website
- Production of all the swimmers materials to include, t-shirt, medal, branded swim hat and finishes pack.
- Event cancellation insurance



Investment & Rights

- Fee required: £125,000 per annum.

The fee required could be a combination of cash and in kind (majority cash would however be required). Great Swim would look for a 3 year investment in order for us to establish the event and deliver growth, fame and financial stability for the subsequent 3 year term.

In kind Support could include:-

- Exclusive use of the full event area and Watersports centre in order to build the event and strip out post event
- FOC support, such as access to boats, drivers, kayaks, hospitality location, catering costs for VIP and crew catering.
- Power supply for main site area (where applicable)
- Event equipment (barriers, ramps, buoys, ropes etc.)
- Use of buildings prior to the event for:
 - o Pre event meetings
 - o Event Control room
 - o Welfare Room Media Room

Partnership Rights

Recognition and acknowledgement (across marketing collateral, advertising and on site branding) should be commensurate across all partners in line with investment for both public partners and corporate sponsors.

1. Pre-Event

- Location referenced as part of the event title e.g 'The Great Midlands Swim, Staffordshire'
- PR Launch/Media Release announcing partner support
- Partner information provided in Notes to Editors
- Logo, hyperlink & location information on greatswim.org website (circa 500,000 users per annum)
- Logo on event posters and leaflets
- Logo plus 100 words in competitors information leaflet (sent to all participants)

2. During Event

- logo on medal podium prize backdrop
- Branding boards at event (Cost covered by location partner)



- Logo on start Gantry
- Logo on finish Gantry
- Commentator / Announcement at event highlighting partnership

3. Hospitality & Tickets

- 10. x Event entries
- 10 x VIP Hospitality

4. Other

- Opportunity to present medals and presentations at event
- Opportunity to place an Insert in post-race bags (print cost covered by location partner) given to all finishers
- 100 x words plus hyperlink in 1 x pre-race email (sent to all participants of the event)

Local Members' Interest

Prosperous Staffordshire Select Committee – 17 December 2015

Infrastructure+ - review of scrutiny of governance and reporting arrangements

Recommendation

1. That the Prosperous Staffordshire Select Committee consider the final report of the Infrastructure+ review of scrutiny of governance and reporting arrangements, with a view to endorsing its submission for Executive Response.

Report of Scrutiny and Support Manager

Summary

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

2. The Infrastructure+ - review of scrutiny of governance and reporting arrangements scrutiny Review is now complete and the Working Group has produced a final report containing various recommendations. The Committee are asked to consider the report and determine whether they endorse it for submission to Cabinet Member for Economy, Environment and Transport, for the provision of an Executive Response. If submitting the report, the Committee are invited to consider if they wish to make any accompanying submission.

Report

Background

3. The Prosperous Staffordshire Select Committee has been engaged in regular scrutiny of the Infrastructure+ contract from June 2013, when an outline business case was presented to the Committee, to the present day. In February 2014 Cabinet was asked to consider including a role for scrutiny in the contract monitoring arrangements prior to the award of the contract to Amey in August 2014. Further scrutiny took place in March 2015 and it was resolved that a Working Group be set up to advise the Cabinet Member on how it might be involved in the scrutiny of the contract going forward. A Working Group of three members, Councillors Tagg, Loades and Hollinshead agreed to meet. Councillor Tagg chaired the Working Group and will present this report to the Committee for their consideration.

Next Steps

4. Subject to the endorsement of the Committee, the final report, together with any accompanying submission that the Committee may wish make, will be submitted to the Cabinet Member for Economy, Environment and Transport for the provision of an Executive Response to the conclusions and recommendations.

5. The Committee proposes that a scrutiny member, who is not a member of the Prosperous Staffordshire Select Committee, be identified to join the Customer Satisfaction Outcomes Group. It has been suggested that the Corporate Review Committee be invited to identify a Member who could undertake this role.

Link to Strategic Plan

6. The service area which is the subject of the review is most closely aligned with the *insert* priority.

Link to Other Overview and Scrutiny Activity

7. The Prosperous Staffordshire Select Committee has scrutinised Infrastructure+ on February 2014, August 2014 and March 2015.

Community Impact

8. The equalities and legal; resource and value for money; risk; climate change; health and any other implications are set out in section 7 of the appended report.

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Appendix

- Final Report of the Infrastructure+ - review of governance and reporting arrangements Working Group

Infrastructure+ - review of scrutiny of governance and reporting arrangements to Prosperous Staffordshire Select Committee

Final Report



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Chairman's Foreword

As Members we were pleased to contribute to this important area of work. Scrutiny challenge, in a constructive and non-confrontational way, is important in assuring Members that policies and performance are meeting the Council's aims and priorities.

The partnership that we have with Amey going forward is important to local Members as it has a significant impact on local residents, and queries regarding highways form a significant part of their work.

It is right that we review the governance arrangements and have input into the process.

We look forward to future scrutiny challenge of the performance of the partnership, and co-operation from Amey in exercising our scrutiny duties going forward. Details of future scrutiny will be made available in the Committee's Work Programme that is agreed by Members at every Select Committee meeting.

I would like to thank James Bailey and David Walters for meeting with us, sharing information and being frank and open with us in their responses.



**County Councillor Simon
Tagg
Chairman of
Infrastructure+ Scrutiny
Review**





1. Conclusions and Recommendations of the Name of Scrutiny Review

In reviewing the information relating to the partnership that the Council has entered into with Amey, Members had the opportunity to consider how highways defects were now reported and recorded. Members concluded that feedback to the public was provided in a language that they may find difficult to understand and **recommended** that:

Officers to review the technical language used in customer feedback reports with a view to making it easier for customers to understand (ref. 6.1)

Members considered the governance arrangements for the contract. Further details on scrutiny (Select) committees, their functions, terms of reference, membership, meeting arrangements and details of officers giving account can be found on the Council's website.

The Council is undergoing a period of transformational change, however, Members regarded it important that they should always have available the most up-to-date information so as to be in a position to advise local residents. The Members' intranet is an important tool for local Members. They **recommended** that:

A copy of the Infrastructure+ organisation chart be made available to all Members on the Members' intranet and kept up-to-date (ref. 6.3).

Similarly Members heard that a Members' Guide was being developed and **recommended** that details of this be placed on the Members intranet (ref 6.5); that the gully emptying programme be added to this Guide (ref. 6.5); that a review be made of highways information available on the Members intranet to add details of local highways staff contacts, divisional highways programmes, planning applications in Members' divisions (ref. 6.5) local improvement plans and cyclical highways programmes (ref. 6.6) and that Officers investigate if a routine, reactive and cyclical performance pack for each Member's division could be provided (ref 6.6).

Members were asked to nominate a representative to join the Customer Satisfaction Outcome Group. This request provoked discussion regarding the role of the scrutiny member on the main Select Committee and the possible conflict that may come about if they were invited to join a Group that they could potentially be scrutinising. Members therefore **recommended** that:



A scrutiny Member (who is not a Member of the Prosperous Staffordshire Select Committee) be invited to join the Customer Innovation and Involvement Satisfaction Outcomes Group. (6.3)

Members spent some time reflecting on the impact that new housing developments can have on the local infrastructure and considered that it would be helpful if planning minutes on borough/district council websites included a link to details of local housing developments. It was **recommended** that:

A request is made to Staffordshire Borough and District Council planning officers to ask if they could publish highways (planning) responses that could pertain to housing developments as part of their Planning Committee minutes. (ref. 6.5)

In order to be kept apprised of discussions regarding highways in their division, Members **recommended** that Community Highways Infrastructure Managers be asked to share details of meetings arranged with Parish Councils with elected Members (ref. 6.6).

2. Setting the Scene

- 2.1 The Prosperous Staffordshire Select Committee has responsibility for scrutiny against the Council's Strategic Plan 2015-17 specifically in regard to the key area of activity 'Great Place to Live' "Supporting the improvement and development of shared use of resources such as utilities, highways and technology."

In June 2013 Cabinet agreed to procure a strategic delivery partner to assist the Council with the delivery of highways maintenance, improvement and development major projects, professional services, country parks and rights of way maintenance and grounds maintenance at Shugborough. The Council's contract with Enterprise for highway maintenance functions had run from 2004 and expired in April 2014. Following a procurement exercise the contract was awarded to Amey in August 2014. The contract included the potential for additional services (see 6.1 below) to be delivered through the contract subject to the demonstration of better value and service.

An outline business case was scrutinised by the Select Committee on 3 June 2013. At this meeting Members made several comments and raised concerns, and asked that these be forwarded to Cabinet for consideration and that they be kept updated on the project progress and specifically that they receive a report at the end of the year and prior to Cabinet decision on the chosen bidder.



A more detailed business case was presented for scrutiny by the Select Committee on 12 February 2014. At this meeting it was resolved that 1) the recommendations to Cabinet (to select a partner to deliver services in relation to physical infrastructure) be endorsed in principle.

2) Cabinet is asked to consider including a role for scrutiny in the contract monitoring arrangements. It was noted that the governance arrangements for monitoring the contract were still under development. Members suggested that the Select Committee should play a role in this process.

Further scrutiny took place on 6 March 2015. At this meeting it was resolved that:-

- a) The Head of Place Delivery provide Members with an organisational chart that would illustrate the partnership structure;
- b) The Head of Place Delivery feedback concerns regarding the technical language used in reporting back to the public, with a view to making it more customer-friendly;
- c) A Working Group is set up in June 2015 to advise the Committee on how they might be involved in the governance of the Infrastructure+ contract.

3. Scope of the Work/Terms of Reference

3.1 At the first meeting of the Working Group Members agreed to review the following areas:

- Background and overview of the objectives, critical success factors, outcomes and mobilisation and transition progress
- Governance arrangements
- Finance
- Outcome Groups
- Performance Management Framework
- Audit

Officers shared the governance model embedded in the Infrastructure+ contract and proposed that the model and associated reporting information could form the basis for discussion going forward. Members were asked to identify any additional information that they wished to examine.

It was agreed to examine the governance model under the following key areas:



- Mobilisation of the contract and transition progress to date
- Objectives, critical success factors and outcomes
- Governance arrangements
- Finance
- Outcome groups
- Performance Management Framework
- Audit

4. Membership of the Working Group

- 4.1 Councillors Tagg, Loades and Hollinshead set up a small Task and Finish Working Group to consider this matter. Councillor Tagg agreed to Chair the Working Group. Members of this Working Group had not previously been involved in scrutiny of the Infrastructure+ contract i.e. they had not been Members of the Prosperous Staffordshire Select Committee when this matter was discussed.

Tina Randall, Scrutiny and Support Manager supported the group.

5. Methods of Investigation

5.1 Membership of Working Group and meeting arrangements

Members decided that they should meet as a Working Group to give them the opportunity to look at information, some of which may be commercially sensitive, in close detail. They agreed to meet with the lead officers: James Bailey, Commissioner for Highways and the Built County; and David Walters, Regulation and Governance Manager, Staffordshire County Council. The Group met on three occasions, in private, in County Buildings, Stafford:

8 July 2015

25 July 2015

4 September 2015

6. Findings

6.1 Mobilisation of the contract and transition progress to date

A mobilization process began in August 2014 involving the transfer of just over 100 County Council staff to Amey, and just over 200 staff from Enterprise (who had been contracted by the Council to provide a highway maintenance service up until this time). Amey's parent company bought Enterprise, but Amey and Enterprise remained as two separate legal entities as far as the implementation of the contract is concerned. The new contract with Amey began on 1 October 2014. The Core Service contract includes:



- Reactive highway maintenance
- Cyclical highway maintenance
- Highway Winter Service
- Highway construction schemes within exclusivity thresholds (<£500k improvements and <£1m maintenance)

Additional 'Business Case supported' call off contracts include:

- Highway network management and inspections
- Construction Contract Project Management
- Highway design and construction project management
- Individual highway construction schemes above the exclusivity thresholds

As part of the mobilisation process a new ICT system for the recording of highways defects and management of the operational process was introduced – this being part of the Amey Standard Operating Model (SOM). A new asset management system is also being implemented and data is being transferred from the previous systems to Amey's systems. In the long term the customer relationship programme – LAGAN will be integrated. In the meantime an interim solution has been developed through the Amey SOM software. Customers who report a defect, via email, get an acknowledgement that they have reported a defect and a further update when the job has been reviewed or inspected, and finally when it is completed. Customers are given a work reference number if repair works are required. Currently this works reference number can be looked up on the intranet, so progress with the job can be observed. There are plans to send customers an automated email confirming that the defect has been inspected, the resulting level of priority assigned and the expected timescale for the repair. Improvements to the system should be in place by 1 October 2015. Members have also been offered a visit to the operational control room so that they can see how issues are logged and dealt with.

Members commented that the report back to customers could be improved if the language used in the communication was easier to understand (less technical).

Further Option Appraisals are now taking place in regard to other services within the scope of the Infrastructure+ strategic partnership.

- Lighting contract management;
- Intelligent traffic systems management and maintenance
- Environmental specialist service provision
- Transport planning
- Road safety
- Highways laboratory



- Community liaison (short and long term options)
- Management of rights of way; management of country parks (Shugborough is outside the remit of this option appraisal) and data management.

Where significant potential benefit is identified detailed business cases will be developed in the future, subject to satisfactory performance being demonstrated within the existing Core Service and additional Call Offs.

Additional opportunities for the partnership also exist in respect of closer working arrangements with Districts Councils and Stoke City Council.

Recommendation: Officers to review the technical language used in customer feedback reports with a view to making it easier for customers to understand.

6.2 Objectives, critical success factors and outcomes

A copy of the high level business plan was shared with the Working Group.

This detailed the outcomes, as follows:

- People are able to access a network that is safe and well maintained;
- The public realm is improved and enhanced;
- A highways infrastructure that is efficient, accessible, positive, long lasting and supports economic growth;
- Staffordshire is well connected with equality of access for all;
- In infrastructure that promotes sustainable travel;
- The impact of transport upon the environment and communities is minimised ;
- There is a high level of satisfaction with infrastructure services;
- An environment that promotes pride and ownership amongst communities;
- Staffordshire's environment is maintained and enhanced and promoted for the benefit of visitors, residents and future generations;
- Staffordshire's communities and visitors can access, enjoy and benefit from a range of learning, recreational and cultural activities.

The focus is on the following **critical success factors**:

- Increased value and prosperity for Staffordshire through a positive impact on jobs and growth;



- A customer focused service which enhances customer satisfaction and the reputation of the Council;
- Financially sustainable and resilient services;
- The flexibility to meet changing future demands through innovation and development.

6.3 Governance arrangements

A copy of an organisation chart was shared with Members. A request was made that this be made available to all Members on the Members' intranet. Members were made aware of the dynamic nature of the detail on the diagram.

The County Council has three managers responsible for different elements of contract management. All report to James Bailey, Commissioner for Highways and the Built County:

- Highways Asset Strategy – David Burns
- Infrastructure Development and Improvements – Dale Arthur
- Highways Regulation and Governance – David Walters

At Board level there is a three tier structure:

Strategic Partnership Board with membership from:

Staffordshire County Council: Cabinet Member for Economy, Environment and Transport (Mark Winnington) , the Cabinet Support Member for Highways and Transport (Mark Deaville), the interim Director for Place (Darryl Eyers) and

Amey: Local Government Division Managing Director (Nick Gregg); Amey Business Director (Steve Munro) and Amey Commercial Director (Kelvin Dyer).

Operational Commissioning Board with membership from:

Staffordshire County Council: - Place Commissioners - James Bailey (Chair), Clive Thomson, Ian Wykes, Ian Turner (Head of Commercial)

Amey: Mike Cafferky (Business Director), Steve Jones (Account Director), Lee Griffiths (Principal Commercial Manager), Andrew Yeoman (Associate Director, Amey Consulting)

Delivery Project Teams – there are several groups made up of Amey operational managers and SCC retained contract management staff.

A chart detailing when reports would be presented to the above Boards and Teams over the next twelve months was shared with Members.



Officers asked if consideration could be given to an elected Member joining the **Customer Satisfaction Outcome Group**. Aspects to consider and prioritize for development include defect reporting mechanisms, web page information; contact centre; member reporting; complaints; MP correspondence; scheme communications; demand management; communications and marketing and devolution (greater involvement of communities in decisions, delivery and management of services). Following discussion at the Scrutiny Chairs Forum it was agreed that a scrutiny member, who was not a Member of the Prosperous Staffordshire Select Committee, be asked to join the Customer Satisfaction Outcomes Group. This would avoid conflict in regard to the scrutiny of the Infrastructure+ contract.

Recommendations: A copy of the Infrastructure+ organisation chart be made available to all Members on the Members' intranet and kept up to date.

A scrutiny Member (who is not a Member of the Prosperous Staffordshire Select Committee) be invited to join the Customer Innovation and Involvement Satisfaction Outcomes Group.

6.4 Finance

Given current financial pressure faced by the County Council, services must be financially sustainable and resilient. The Council is trying to utilize the Infrastructure+ contract to deliver against a range of business plan outcomes on economic prosperity and growth.

The partnership with Amey has allowed the Council to streamline the technical improvement process for private development and reduce the Council's overhead costs.

The contract has been set up in such a way that Borough and District Councils and Stoke City Council can access the contract direct for services such as Streetscene, highway operations, infrastructure design and construction.

Members were informed that Highways England (Motorways and Trunk Roads) expenditure is increasing significantly over the next 5 years, which is expected to place increasing market pressures on Local Highway Authority services.

The current **capital grant allocation** for maintenance of highways in Staffordshire is around £17m per year. This is set against an identified need of £30-£35m in order to maintain a steady state for the condition of the highway network. £3m is top sliced from the £17m for the Corporate Capital Programme and the MTFS. This leaves around £14m-15m for all highway capital maintenance in the county.



The Department for Transport (DfT) are introducing an incentive fund element to the capital grant allocation for maintenance of highways. From November 2015 each highway authority will be required to complete and submit a self-assessment form which will place the organisation in one of three bands. In order to receive the full allocation available, authorities will in future need to be in the highest of these bands. The self-assessment covers a number of criteria, including Asset Management; Resilience; Customer; Benchmarking and Efficiency; Operational Service Delivery.

There is also a **Challenge Fund** against which bids can be made for extra investment. The first round of allocations in 2015-16 saw a significant amount of this fund being allocated to Street Lighting projects and where highways were in serious need of improvement. Staffordshire had submitted two unsuccessful bids for funding.

6.5 Outcome Groups

The Infrastructure+ governance structure includes a series of Outcome Groups made up of stakeholders that will drive forward continuous improvement of the partnership.

In terms of **customer satisfaction**, the County Council's Insight Team has evidenced that overall Staffordshire's residents feel happy with their local area as a place to live, but maintenance of roads and pavements and traffic congestion are two of the top issues perceived by residents as most in need of improvement. However, analysis of performance and spend data suggests that Staffordshire performs well in this area, suggesting there is gap between residents' expectations and actual performance. In terms of overall satisfaction with transport and highways, the National Highways and Transport Survey shows that Staffordshire performs 13th out of 24 County Councils, with a satisfaction score of 50%. This is in line with the national average of 49.3%. Staffordshire has recorded a 2.7% decrease in satisfaction compared with the previous year. This follows a national trend.

Customer demands for highways maintenance and improvements place significant pressure on the resources of the County Council. In addition to the 43,000 highways issues raised in 2014/15 the County Council received 220 formal **complaints** regarding the highways service of which approximately one third were upheld. In comparison the County Council received 141 recorded **compliments** about the highways service in the same period.

In regard to **social values and communications**, Members were informed that improving customer satisfaction was a critical success factor of the Infrastructure+ contract. A number of improvements were



underway with further enhancements to email updates on enquiries and defects (see recommendation at 6.1 above). Roadworks.org is on the County Council website and Members can use the website to sign up to receive alerts on utility and other works that are recorded on the Streetworks register.

Members reflected on the impact that **new housing developments** have on the highways infrastructure and were reassured that the highways team are involved right from the outset of the housing development process. They asked if Borough and District Council planning officers could publish highways (planning) consultation responses that could pertain to housing developments as part of their Planning Committee minutes. It was agreed that a request could be made to Staffordshire Borough/District Council colleagues.

Members were informed that the **roadworks permit scheme** that the government were due to introduce in April 2015 had been delayed and further guidance was due in October 2015.

Members asked if they could have knowledge of the highway **gully emptying** programme as there was a public perception that gullies were not being emptied frequently enough. Officers advised that data capture systems and a risk based approach are being used to identify which gullies need to be emptied more often (and those that could be emptied on a less frequent basis). An example was given that higher priority would be given to clearing gullies on a high speed principal road, where the presence of standing water would carry greater risk, than to a road with lower speed and volumes. A zonal approach also allows priority reactive gully emptying to be programmed more efficiently with planned works. Standing water on the highway may be symptomatic of an underlying problem with the drainage system or the watercourse that the drain outfalls into. The resolution of these latter problems can obviously be more costly and time consuming to resolve. The minimum or short-term response to a report of regular standing water on a road might be a road warning sign alerting road users of the risk. Officers stated that a Members' Guide is being developed and Members asked that the Gully Emptying programme be added to the Guide.

Members asked if Members used the alert system available on the national hub for roadworks in the UK **roadworks.org** on the County Council website. It was understood that usage varied.

In regard to **local contact information** Members stated that a form on the Members' intranet with contact information for each Member's division would be helpful, together with divisional highways programmes and local improvement plans.



Members asked if details of **planning applications** (Form X – detailing County Council consultation responses to borough/district councils in relation to planning applications) in their divisions could be made available on the Members' intranet. It was agreed that this would be explored as part of a general review of the information relating to this contract on the Members' intranet. Officers reported that the highways development management team considers and responds to 4,500 planning enquiries per year (about 15 applications per week for each officer in the team). This involves inspection on site for all applications. Officers have 21 days to respond to each application, which can make engagement with local Members challenging. However, using their political antennae officers identify applications that are likely to be contentious and in these cases endeavour to make contact with the local member to ensure that their local knowledge is fed into the response.

Members were informed that they can also check local borough/district council websites to obtain details of any emerging planning applications and can register any concerns with their local Highways Development or Community Highway Liaison contact, who will arrange to keep them fully informed.

In accordance with the National Policy Framework, the County Council's Highways' response is set out on Form X. Members suggested that they could ask Borough and District Councils if they could publish a brief summary of the contents of Form X as part of their Planning Committee decision publications which includes any of the County Council's conditions to mitigate the traffic impact from development.

Recommendations: A request is made to Staffordshire Borough and District Council planning officers to ask if they could publish highways (planning) responses that could pertain to housing developments as part of their Planning Committee minutes.

A link to the Members' Guide is placed on the Members' intranet.

The Gully Emptying programme is added to the Members' Guide.

A review of the information available on the Members' intranet takes place. Consideration is given to adding the local highways staff contact details, divisional highways programmes and planning applications in Members' divisions.



6.6 Performance Management Framework

The routine, reactive and cyclical performance pack, asset management performance pack (showing data from January to July 2015) and road condition report for 2012-2014 and defects from January to July 2015, were presented to Members. The diagram presented illustrated progress with achievement against the outcomes set out in the detailed Business Plan, specifically 'there is a high level of satisfaction with infrastructure services'. An example of the information presented to the Operational Commissioning Board on progress with schemes was shared with Members.

Members were keen to see the improvement plan for their local area. Members asked if they could see details of the **cyclical highways maintenance programmes** for their area, including gully emptying and grass cutting. Officers stated that these maintenance programmes were constantly reviewed to reflect current financial restraints. Members noted that this information would help them in advising local residents when maintenance was due to take place in their area, and could preclude a call to the local Community Highways Infrastructure Manager.

Members also asked if details of meetings arranged between local Parish Councils and the Community Highways Infrastructure Managers could be shared with elected Members.

Officers advised that work was ongoing to develop the performance **balanced scorecard** and that further Key Performance Indicators were being added. These measures reflected the performance across the whole contract rather than the performance of the contract at Members' division level.

Members were shown details of the **road conditions** of principal roads, non principal A, B and C roads and unclassified roads as a Red, Amber, Green (RAG) rating over a three year period; defect numbers over the last six months and safety inspections. Information regarding Capital Programme delivery was missing. Several of the dashboards are still in development. Benchmarking is still an important means of assessing value for money. The overall score for each scorecard is currently a non-weighted score and this may change to reflect the fact that some measures may be of greater importance than others. Members asked if we undertook any comparison of the quality of our roads with those regionally or nationally. Officers responded that benchmarking of road condition and road safety is done nationally through DfT; financial investment/cost through CiPFA and customer



satisfaction nationally through the National Highways and Transport survey. Additionally, performance benchmarking is done across Amey UK contracts and is an underpinning principal of their Standard Operating Model (SOM). Finally, senior officers sit on a number of regional and national professional groups, comparing policy and practice and leading innovation and efficiency e.g. research and development into future durable road materials.

Members asked about the maintenance of **footways** (footpaths), as they were receiving an increasing number of complaints about their poor condition. Members asked how footways were maintained and how performance of the maintenance was measured. Officers advised that performance measures for footways are included in the routine, reactive and cyclical performance pack 'Footway Maintenance Performance'. Measures associated with the repair of defects would not generally distinguish between footway and carriageway repairs. Members were informed that where defects were identified, a risk assessment was carried out to determine the priority that repair should be given.

Recommendations: Officers to investigate if hyperlinks could be provided to local improvement plans and cyclical highways maintenance programmes on the Members' intranet pages.

Community Highways Infrastructure Managers be asked to share details of meetings arranged with Parish Councils with elected Members.

Officers to investigate if a routine, reactive and cyclical performance pack for each Member's division could be provided.

6.7 Audit

There is an SCC Internal Audit Strategy and Plan in place. Currently new systems and processes associated with contract management and Infrastructure+ exclusivity business cases are being designed in conjunction with the Internal Audit team. As part of the Business Plan external strategic peer reviewers from Local Government Association (LGA) / Highways Management Efficiency Programme (HMEP) are being invited to review the Infrastructure+ strategic partnership in 2016/17.

Members asked what preference, if any, Amey were given for new business. It was explained that an exclusivity clause exists within the contract, which provides Amey with first right of refusal for works above threshold values (improvements >£500k, maintenance >£1m) provided that all key performance indicators within the Core Service contract are being met and Amey can also demonstrate how they offer best value.



7. Community Impact

Resources and Value for Money

7.1 The Infrastructure+ contract is complex and diverse. Both capital grant and revenue highway funding resources have reduced significantly in recent years. Value for money is ensured in the various elements through effective business planning to establish prioritised works programmes and service improvement priorities, which are then monitored through effective governance, including benchmarking and robust performance management. Works programmes are prepared in accordance with County Council policies and priorities e.g. Highways Asset Management Plan and Integrated Transport Priorities (e.g. safety, economic growth and accessibility). Annual Capital Programmes are signed off under delegated powers by the Cabinet Member for Economy and Infrastructure.

Equalities and Legal

7.2 The infrastructure+ contract delivery model has been designed to best enable financial sustainability, flexibility and continuous evolution. Being able to adapt to the constantly changing operating environment (political, economic, social, technological, environmental and legal) ensures it is best placed to sustain infrastructure services and minimise the potential for adverse impact on local communities.

7.3 Infrastructure policies, strategies and delivery projects are designed in accordance with a range of national guidance, including: the “Design Manual for Roads and Bridges”; “Manual for Streets”; Local Transport Notes; “Guidance on the use of Tactile Paving”; “Inclusive Mobility”; and “Access for Blind People in Towns”. Different road user groups are also actively engaged via the Staffordshire Public Access Network (SPAN), which is made up of representatives of disability groups and members of the community from across Staffordshire.

7.4 The infrastructure+ contract is the principal service delivery mechanism for the fulfilment of the Council’s statutory duties associated with:

- Highways Act (1980);
- Road Traffic Regulation Act (); and
- Traffic Management Act (2006).

Risk

7.4 The strategic and operating risks associated with the Infrastructure+ contract are regularly reviewed and managed through the governance arrangements set out in section 6.3.



Climate Change

7.5 There are no climate change implications arising from this report.

Health

7.6 There are no health implications arising from this report.

8. Acknowledgements

8.1 We would like to thank the following officers who supported the Working Group:

James Bailey, Commissioner for Highways and the Built County
David Walters, Regulation and Governance Manager

9. List of Appendices/Background Papers

Links to previous scrutiny:

3 June 2013

<http://moderngov.staffordshire.gov.uk/mgAi.aspx?ID=38615>

12 February 2014

<http://moderngov.staffordshire.gov.uk/mgAi.aspx?ID=31960>

6 March 2015

<http://moderngov.staffordshire.gov.uk/mgAi.aspx?ID=27360>

small print BIG PICTURE: A guide to scrutinizing Public-Private Partnerships – Centre for Public Scrutiny May 2008

County Councillor Simon Tagg
Chairman of Infrastructure+ Review of Governance and
Reporting Arrangements to Prosperous Staffordshire Select
Committee Scrutiny Review
November 2015

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Local Members' Interest
N/A

Prosperous Staffordshire Select Committee – 17th December 2015

Impact of SEND reforms

Recommendations

1. That the Select Committee comments on the progress being made with the embedding of the new legislation and ways of working in SEND.
2. Members scrutinise the progress to date in undertaking the transfer process from the previous system of SEN Statements to the new Education, Health and Care Plan.
3. Members plan further updates and review toward the end of the second year of the transformation programme in 12 months time.

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

Summary

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

4. The Prosperous Staffordshire Select Committee is being updated on the progress and impact that the implementation of the Children and Families Act 2014 is having within Staffordshire. Members are being asked to review the report and comment as appropriate so that the committee can continue its overview and scrutiny of the implementation of the SEND reforms.

Report

Background

National Context

5. The Children's and Families Act 2014, set out the need for wide ranging changes to the way in which children and young people with SEND are supported to learn and achieve and lead full and fulfilling lives
6. The Children's and Families Act set out significant changes to statutory processes that needed to be implemented from September 1st 2014. These included:
 - a. The introduction of a single assessment and person centred support plan across education, health and social care for 0-25 year olds with SEND to replace Statements of Special Educational Needs.

- b. The publication of a 'Local Offer' making it clear what support is available to support children and young people with SEND, and how this support can be accessed.
- c. The introduction of joint assessment and planning across education, health and social care, to ensure that partners are commissioning in a joined up and coherent manner across the whole system.
- d. Access to personal budgets where families want them, really enabling people to have maximum personal choice and control about how they are supported.
- e. That all existing Statements of Educational Need are converted to an Education, Health and Care Plan by 2018 as part of a transfer programme.

Staffordshire's Approach

7. Staffordshire's approach to the reform programme is set out in "Achieving Excellence in Learning and Skills: Implementing the 0-25 Special Educational Needs System – Strategic Development Plan 2014-2016" (see background papers). This establishes eight critical success factors for the delivery of the reform and link to an action plan that sets out what success will look like. The eight success factors are:
- a. Seamless Joint Commissioning – Education, Social Care and Health Commissioners working together to improve the assessment and planning to meet need, and commissioning provision to meet that need
 - b. Appropriate Local Offer – a clear and accessible directory of what is available to children, young people and their families
 - c. Strong Provider Collaboration – professionals working together in a team around the child to provide early help and tailored support
 - d. Children, Young People and their families as equal partners – shaping the design of the system to work for them, engaged and active partners in the local system
 - e. Single Integrated Assessment – combining all aspects of a child's special educational need, including health and social care elements
 - f. Effective Personalised Plan – focused on outcomes and supporting the child or young person to achieve to their full potential
 - g. Greater Choice and Control – with clarity over choices and control over decisions and opportunity to manage a personal budget, where eligible
 - h. Positive Resolution to Difficulties – where problems arise they are resolved together or through mediation to avoid recourse to tribunals
8. 'Doing things differently' was a programme of transformational change that ran up to autumn 2014 to enable Staffordshire to respond to the reforms as required. This programme managed the redesign of the Staffordshire SEND Pathway, re-organised teams and functions and, most importantly, engaged the key partners in developing the new system, including parents and carers of children and young people with a special educational need and disability. Through the delivery of this programme Staffordshire has sought to achieve statutory compliance and implement both the spirit and the letter of the new legal framework for SEND.

Evaluating Progress

9. Staffordshire's progress is reported on and monitored by the Department for Education (DfE). This consists of monitoring surveys and there have been visits by DfE leads to discuss detail on at least two occasions. The most recent visit, in October 2015 gave positive feedback and good assurance in regard to Staffordshire's progress in implementing the reforms. No further visits or review are deemed necessary and

although the reform process continues, Staffordshire is meeting the expectations of the DfE in the progress we have made in implementing the reforms to date.

10. Across the country a number of pathfinders piloted the SEND reforms and the Department of Health produced in July 2015 a Final Impact Research Report that has evaluated the SEND pathfinders Programme. The key findings are as follows:-
 - a. Higher overall satisfaction with the family- centred approach and that the process of having an EHCP had improved.
 - b. No change in the extent to which families thought that the decisions reached about their child were fair.
 - c. There still remain a number of families who are still not satisfied and enter a formal tribunal process.
 - d. A positive improvement in relation to choice and the sufficiency of provision however stated there is further work to do.
 - e. Little evidence was found in relation to significant improvements in parental outcomes or in either children's health or quality of life.
11. The national evaluation concluded that the Department for Education and Local Authorities need to undertake ongoing work in taking the reforms further forward and to refine and improve local delivery so that it delivers all of the aspirations of the SEND reforms.
12. Staffordshire has made positive progress in implementing the reforms, making progress toward the success factors. However, in line with national findings, we recognise that there is still further to go to complete the implementation of the reforms and to unlock the full benefits that are intended.
13. Staffordshire developed and implemented a new person centred pathway and redesigned the existing team to work in a more person centred manner that keeps the child, young person and their families at the heart of all we do. The pathway was implemented in September 2014, and the newly formed team was finally in place by October 2014. The team have undertaken a full induction programme and to date they have completed and issued 223 Education, Health and Care Plans with a further 126 assessments ongoing.
14. As per the recommendations of The SEN Code of Practice, Staffordshire has commissioned an external lead market provider in order to deliver person centred practices and tools to all practitioners involved in the assessment, planning and support process to ensure the child / young person and their parents / carers are able to express their wishes, outcomes and aspirations and enable them to fully participate in the decision making process, thus preparing them effectively for adulthood.
15. To date, Staffordshire has delivered person centred practice training to 160 colleagues across education, health and social care, including Social Workers, teachers (including nursery, primary, secondary, special and FE staff), Nurse Practitioners, CAMHS practitioners and our Specialist Support Services, with a further 120 colleagues scheduled to attend before the end of the current financial year.
16. In order to promote future sustainability in regards to the delivery of person centred values and practices, Staffordshire has commissioned the external provider to deliver it's

'train the trainer' package to 8 specifically identified colleagues, who will lead the delivery of person centred practice training, with the support of our multi-professional Person Centred Work Champions, across education, health and social care in future.

17. The DfE have recently issued the September 2015 update on the new performance measures relating to SEND assessment processes and Staffordshire was shown as exceeding in a number of the new indicators. Details are shown in the table below:-

Data Item	Comment	Staffordshire Performance
Proportion of new EHC plans issued within 20 weeks-excluding exception cases	New Indicator	100% compared to the England average of 64.3%
Proportion of all new EHC plans issued within 20 weeks	New Indicator	100% compared to the England average of 61.5%
Proportion of newly issued statements and plans, with a placement in a maintained mainstream schools	New Indicator	44.8% compared to the England average of 52.4%
Percentage of SEN statements issued in 26 weeks excluding exceptions		99.0% compared to the England average of 89.0% Quartile A and ranked 52 nd LA
Percentage of SEN statements issued in 26 weeks as proportion of all		98.9% compared to the England average of 79.1% Quartile A ranked 28 th LA.

18. Feedback from families has in the main been positive, however in line with the National findings there are a number of families that are still proceeding through to tribunal to resolve their concerns – recognising that in the transition between the previous system and the new system the progress of disputes does not correlate precisely with the implementation of the new systems. In the period September 2014- September 15 there were 51 tribunal cases heard. This compares with a total of 55 tribunals for the year 2014/15. The trends identified are that an increase in tribunals usually occurs during the month of February as the secondary transfer process takes place; otherwise a variety of reasons are recorded as why hearings are lodged.
19. A number of families have used the newly commissioned mediation service to try and resolve any potential disputes at an informal stage. The uptake of this service thus far has been that 35 families have accessed mediation. Of the 17 cases mediated between January and end September 2015 only 4 have continued onward to tribunal hearing to date.

Transfers from SEN Statement to Education, Health and Care Plan

20. Staffordshire produced a transfer strategy that explained the process of having an existing statement of educational needs transferred to an EHCP and the numbers that would be converted each academic year. In Staffordshire we have over 3500 statements to convert by the year 2018. To date only 158 transfer reviews have been undertaken out of a potential 869 children (a number of these children will remain in school therefore will not be transferred until Year 14 or at the point they leave school or enter further education). There is a plan to undertake 900 transfers over the next academic year.
21. A temporary transfer team was planned to be in place by September 2014, but delays resulted in this team not being functional until January 2015 and this has significantly impacted on the planned schedule for completing transfer reviews.

22. However, Staffordshire has continued to stick to the core principles of the transfer being undertaken in a person-centred manner fully including the child, young person and their family, and the pace of the programme, though delayed has been improving in recent months. There is evidence that other Local Authorities have completed transfers faster by taking a desk-top approach to conversions. Therefore, a balance has to be achieved between securing pace of transfer and ensuring quality and the integrity of the reform ambitions.
23. Recognising the delay to our local transfer schedule, close monitoring of the transfer process has been implemented. The Head of the Assessment and Planning Service, alongside senior officers, have implemented an action plan to improve the performance of the transfers, including addressing any remaining gaps in team capacity within the service to assist with the transfers.

Other Key Aspects of the Reform

24. The Staffordshire Local Offer went live on 1st September and can be found on the Staffordshire Marketplace. Further information, advice and guidance was also added to the Staffordshire Cares website to enable families to have a better understanding of the work that was being undertaken and how to access other support available in their local communities. The local offer is now going to be reviewed to ensure that there is equity and the correct support, services and provision available for children and young people to access.
25. Staffordshire is in the process of issuing their first education personal budget to a young man with a special need on the Autistic Spectrum -His transfer review was undertaken and parents expressed a preference for a personal budget as they felt that he required a more bespoke package to enable him to access appropriate education The EHCP was finalized offering a personal budget which would enable parents to employ a tutor for 16 hours per week.
26. A joint commissioning group was set up with the agreement to take forward a fully integrated approach to commissioning and development of services that support children and young people with SEND. The original action plan has been updated with the identified priorities across Education, Health and Care. The arrangements for integrated commissioning are still very new and will need to evolve and mature over time, particularly in regard to joint commissioning with Health partners. However, positive progress in establishing the infrastructure and mechanisms has been made in the first phase of implementing the SEND reforms.

Next Steps

27. To conclude, Staffordshire's response to the Children's and Families Act 2014 has seen considerable progress toward the successful implementation of new ways of working and has provided a very solid foundation to now build upon in the way that children with a special educational need are supported to achieve their learning goals. We continue to develop and improve our approach and are mindful of the areas for further development so that the full ambitions of the reform programme can be delivered. Therefore it is recommended that a further update is provided to Select Committee to reflect the second full year of the reform programme in due course.

Link to Staffordshire County Councils Strategic Objectives

The Children and Families Act supports the County Councils **vision for a connected Staffordshire** by ensuring that appropriate prevention, assessment and supports are in place to support people's health, wellbeing and independence. . These mechanisms will be inter-agency and will reflect the wider commissioning ethos of the authority.

In terms of **prosperity**, the Children's and Families Act, endeavors to improve the educational outcomes for children and young people with SEND and therefore increase the prospects of further education, training and employment for this group of individuals..

In terms of **be healthier and more independent**, the philosophy of the Children and Families Act is to achieve better outcomes for children and young people with SEND by joining up the support around the child from education, health and social care.

Supporting children and young people of Staffordshire to feel safer, happier and more supported in and by their community is a key element to the reforms.

Link to Other Overview and Scrutiny Activity

Corporate Review Select Committee

Community Impact

A Community Impact Assessment accompanied The Corporate Review Select Committee Report 2nd September 2014.

Contact Officer

Name and Job Title: Nichola Glover-Edge, County Commissioner – All Age Disability and Wellbeing

Telephone No.: 07976 191407

Address/e-mail: nichola.glover-edge@staffordshire.gov.uk

Background papers

Achieving Excellence in Learning and Skills: Implementing the 0-25 Special Educational Needs System – Strategic Development Plan 2014-2016

Local Members' Interest
N/A

**Prosperous Staffordshire Select Committee – Thursday 17th
December 2015**

Pupil Premium Plus Policy

Recommendation/s

1. That the Prosperous Staffordshire Select Committee request the Governing Body of the Virtual School to take note of any matters that arise from discussion around this paper to inform future reviews of the Staffordshire Pupil Premium Plus Policy.
2. That Committee members who are members of school governing bodies take note of governors' responsibilities in relation to Looked After pupils and explore how pupil premium plus is being used to accelerate the progress and attainment of Looked After pupils in their school.

Report of Ben Adams, Cabinet Member for Learning and Skills

Summary

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

3. One of the recommendations of the Working Group on Children Missing Out On Education was for the Select Committee to receive an account from the Virtual Headteacher of how effective the mechanisms had been in operating the Pupil Premium Plus Policy.

Report

Background

4. Pupil Premium Plus is a government grant to support and promote the education of children and young people in care. From 1 April 2014 each looked after child (LAC) of school age is allocated £1,900 to support their education. Children and young people will be eligible as soon as they enter care. Pupil Premium Plus must be used to improve educational outcomes and raise attainment.
5. The Virtual School Head Teacher is responsible for making sure there are effective arrangements in place for allocating Pupil Premium Plus funding to

benefit children looked after by Staffordshire Local Authority, wherever they are placed.

6. How the grant is to be used must be clearly identified in each young person's Personal Education Plan [PEP] in consultation with the designated teacher and the social worker, plus contributions from the carer and other relevant professionals.
7. In Staffordshire the Pupil Premium Plus strategy was developed in partnership with the Governing Body of the Virtual School. The governing body has representation from the Corporate Parent Panel, Senior Leadership Team, School Improvement, Entrust, each of the schools forums, social care and carers of Looked after Children. The Governing Body reports to the Corporate Parent Panel. Regular review and oversight of the use of this funding is undertaken through these governance arrangements.
8. The governing body agreed to the majority funding being devolved directly to schools on a termly basis so that schools can plan confidently knowing that they will receive funding to support the needs of Looked After Children. The remainder of the funding is held centrally to fund whole population initiatives e.g. Letterbox (a reading initiative that is delivered in partnership between libraries and the Virtual School to promote reading in the home environment.) or to offer enhanced support to Looked After Pupils at particular risk of poor educational outcomes e.g. risk of exclusion.
9. Where funding is directly devolved to schools they are required to return a termly plan identifying how the funding has been used and the impact that it has had on improved education attainment. Each plan is reviewed and agreed by the Head Teacher of the Virtual School for Looked After Children. Example included at Appendix 1.
10. School governors have a key role to play in ensuring pupil premium plus is being used to accelerate the attainment of looked after children. The plan requests that a copy of the annual report to governors outlining outcomes for looked after children in the school is sent to the Virtual School as a part of the process.
11. The returns are collated on a central tracker which gives an overview of progress and expenditure for children looked after to Staffordshire. Example included at Appendix 2.
12. Model provision plans are posted on the virtual school website and individual feedback has been given by the Virtual Head Teacher. The quality of the returns has generally improved but this is still a key area for development.
13. An area of particular challenge has been the significant amount of Virtual School capacity required to ensure pupil premium provision plans are returned for looked after children educated out of the county.

14. The revised audit process for the virtual school now includes the Pupil Premium Provision plans as part of the Personal Education Plan review process.
15. Personal Education Plans are individually written and saved on the social care IT system Care Director, Pupil Premium Provision Plans are individually written and saved on the education IT system Capita. The manual collation of provision plans and PEP information to support tracking and whole population data is time consuming and bureaucratic. Plans to move to an electronic process for 2015-16 are slow to progress due to the current on-going change programme arising from implementation of Care Director. Changes need to be completed in order to link Care Director and Capita systems to populate education and care data into the electronic e-pep system. This is a key area of development to support the Virtual Head Teacher in meeting statutory duties in relation to the monitoring and tracking of Looked After Pupils.
16. Central funding in 2014-15 has been used to offer additional GCSE tuition, Letterbox Reading Scheme for Year 1,3,5 and 7, fast track educational psychology support , launch of a self-assessment framework for schools in promoting the education of Looked After Children and additional top up funding for children at particular risk of poor educational outcomes.
17. The GCSE tuition had low uptake from schools and the strategy is currently being revisited.
18. The Letterbox reading scheme has been remodelled and delivered in partnership with Staffordshire Libraries. 205 children have benefitted from the scheme this year. VS Co-ordinators will be involved in visiting a sample of children both in and out of county to administer reading tests to inform evaluation of academic progress and next steps. The library service will administer an attitudinal questionnaire to Children and carers to request feedback.
19. Additional funding is applied for through the Virtual school, it usually enables school based Teaching Assistant support to be used for individual children. Support is finite, pressurised and evaluated 6 weeks after completion. The lowest allocation was £100 and the largest allocation £1,500.16% was used for academic interventions, 41% for behaviour interventions and 33% used transition support.

Case Study Pupil A Behaviour Support and Transition

Pupil A had been in care since the age of 2 after a number of care placements he was adopted. The adoption broke down with the result that A came back into care in Year 6 and was placed in a long term foster care placement. Transition to a new school near the foster placement was going to be particularly difficult. The Virtual school supported the development of a transition plan which included funding for a Teaching Assistant (TA) to support the first few weeks to help

manage behaviours that included aggression and anxiety. The pupil was able to build a relationship with the TA who was able to give 1 to 1 support, the school successfully applied for Additional Education Needs (AEN) funding that enabled the TA support to continue throughout the rest of the academic year. The pupil's school place has been maintained and is due to make the transition to high school in September.

Pupil B Out of County Social and Emotional Support

Pupil B started reception in a school out of county. The transition was particularly difficult and it became apparent that the pupil required support for emotional difficulties that made it very difficult to settle into the reception class. A package was put together with involvement for the other authority special needs service and Staffordshire Virtual school that supported some part time provision in a specialist primary nurture provision. Following this intervention the pupil has returned to the mainstream provision full time and the last PEP indicated that the pupil was much more settled and able to access learning in the mainstream reception environment.

20. The Head Teacher of the Virtual School for Staffordshire is part of the Assistant Director of Children's Services working group which is exploring how we can better capture progress of looked after children that take into account the wider care factors that impact on education including emotional wellbeing, changes to care placements etc.

Link to Strategic Plan

Ready for Life

Focus on school improvement and providing access to a good education

Link to other Overview and Scrutiny Activity

Oversight of Pupil Premium Plus will continue on a quarterly basis through the Virtual School Governing Body and bi annually to the Corporate Parent Panel.

Community Impact

Contact Officer

Sarah Rivers, Headteacher for the Virtual School for Looked After Children
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Email sarah.rivers@staffordshire.gov.uk

Visit our web page <http://education.staffordshire.gov.uk/Pupil-Support/SEN-and-Vulnerable-Children/Children-in-Care/Children-in-Care.aspx>

Appendices / Background papers

Appendix 1 Sample Pupil Premium Provision Plan

Appendix 2 Sample Quarterly Pupil Premium Report

Staffordshire Pupil Premium Provision Plan

Please note, this does not replace the PEP process and documentation. For more information please read the Staffordshire Pupil Premium Plus policy 2014-15 <http://www.education.staffordshire.gov.uk/Pupil-Support/SEN-and-Vulnerable-Children/Children-in-Care/Pupil-Premium/Pupil-Premium.aspx>

Name of Pupil	X	Date of birth	X
SEN status	SA+	AEN funding	no
Year group	10		
Name of School	XI	DfE number	X
Name of Designated Teacher	X		

Attainment Levels

EYFS

	End of Summer Term level	Progress
Communication and language	please select	please select
Physical development	please select	please select
Personal, social and emotional	please select	please select
Literacy	please select	please select
Mathematics	please select	please select

Key Stages 1 and 2

Reading

Writing

Maths

End of Summer Term level

Progress

please select

please select

please select

Key Stage 3

English

Maths

Science

End of Summer Term level

3A

3A

4A

Progress

below

below

below

Key Stage 4

English

Maths

Science

End of Summer Term level

Progress

please select

please select

please select

please select

please select

please select

please select

please select

please select

please select

please select
please select
please select
please select
please select
please select

Pupil Premium Progress

Confirmed use of Pupil Premium Plus during Summer Term 2014

Intervention description	Aim/outcome of intervention	Specific activities and timescales	Pupil Premium Fund allocated to this	PEP short term target or long term plan to which this intervention links in school	Category of intervention
Precision teaching	Daily 20 minute Literacy intervention delivered by TA from Learning support department	1:1 teaching during registration to reinforce reading and spelling targets identified in his literacy assessment 7/5/14	12 weeks agreed @ £24 per week total £288.00	To consolidate reading and spelling strategies to increase K's self confidence in literacy in preparation for move to KS4	academic progress

Solution Focused mentoring to assist with his day to day emotional needs	1:1 Twice weekly sessions with mentor/HLTA during the Summer term	24 x 1 hr solution focussed sessions (beginning & end of week to encourage K to reflect on, and use appropriate behaviour at lunchtimes and assist with monitoring of progress	£15.00 per session - total £360.00	To reduce the number of fixed term exclusions (4 in the Spring term) related to his behaviour during free times.	behaviour or emotional support
Staff training	HLTA/mentor to access specific specialist advice from KS 3/4 Behaviour support co-ordinator ENTRUST to provide appropriate direct support to K	HLTA to arrange 1 hr session	£100.00	K to be supported to manage his behaviour successfully at lunchtimes	behaviour or emotional support

please select
please select
please select
please select

How did the interventions funded by the Pupil Premium Plus over the Summer Term improve educational attainment and

outcomes for this pupil?

X enjoyed his 1:1 Literacy sessions and he is now using taught reading and spelling strategies consistently in lessons. He has increased his sight word vocabulary, particularly in Science and is now reading more fluently, teachers have commented that his ontask behaviour in lessons has increased which has had a positive effect on his learning. X accessed the mentoring support designed to help him improve his behaviour and he is now thinking more about his actions. The number of fixed term exclusions related to lunchtime incidents has reduced this term which has been really positive for Kieran. He is looking forward to moving into yr 10.

If improvements were not made, why was this and what adjustments do you plan to make for Autumn Term 2014?

N/A

If SEN or AEN funded, how was additional funding being used to support this child?

N/A

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Planned use of Pupil Premium Plus for the Autumn Term 2014

Intervention description	Planned aim/outcome of intervention	Specific activities and timescales	Pupil Premium Fund allocated to this	PEP short term target or long term plan to which this intervention links in school	Category of intervention
Use of alternative education to support KS4 programme	Attend Chesley Training Centre for one day weekly during the Autumn term	Access multi-construction skills training for one day a week. To be part of an ongoing accredited KS4	Agreed @ £30.00 per day for 12 days = £360.00	Include alternative vocational training (construction) into his ongoing KS4 POS. Obtain pre-apprenticeship	alternative provision

programme

qualification at the
end of KS4

please select
please select
please select
please select
please select
please select

Attendance and Exclusions

Attendance during Summer Term	95%%		
Fixed term exclusions during Summer Term	2	Permanent exclusions during Summer Term	0
Part time provision in Summer Term	no		

If yes, please detail sessions attended or alternative provision accessed

Links to Governors

Date of last report to Governors re Pupil Premium Plus for LAC	July 2014	Copy attached	yes
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Approval

These plans have been/will be agreed at the PEP meeting held on

Last PEP Review Meeting 27.6.14. next PEP
Review Meeting 4.10.14

Head Teacher signature Mrs. Ruth Palmer

Date 30.9.14

In order to ensure prompt payment of Pupil Premium Plus please complete and return by Friday 24th October 2014.

Please forward your completed form to VirtualSchoolPupilPremiumInbox@staffordshire.gov.uk

The Staffordshire Pupil Premium policy and process will be reviewed by the Virtual School Governing Body. Please forward your comments regarding the policy and provision plan process to the Virtual School Pupil Premium Inbox. Your comments will be collated and used to inform future updates of the process.

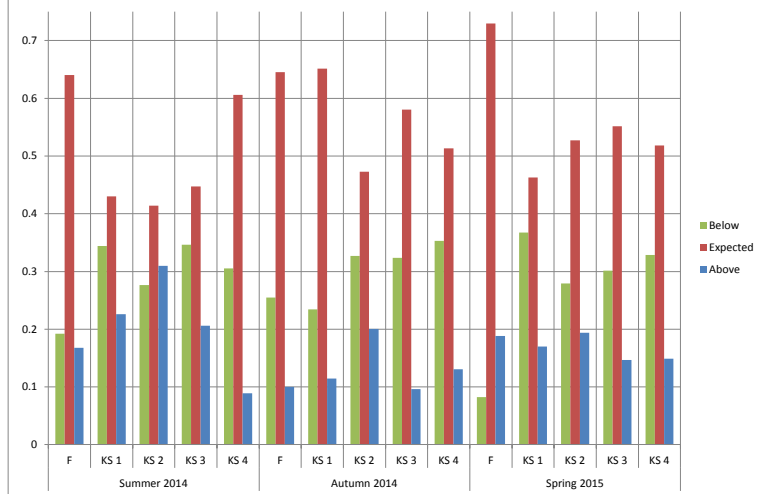
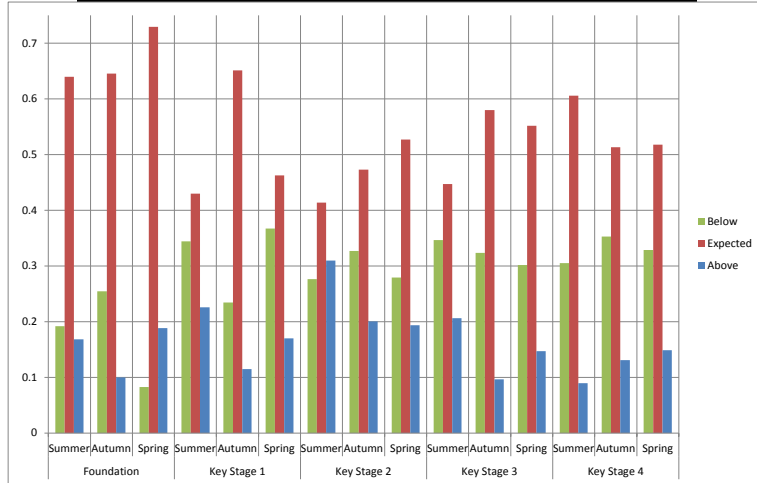
Reporting Card Virtual School Staffordshire LAC

Data as of 6th November 2015

Percentage of Returns	
Summer 2014	95%
Autumn 2014	90%
Spring 2015	65%

Average Attendance	
Summer Term	95.4%
Autumn Term	95.4%
Spring Term	96.0%
Whole Year	95.6%

Academic Progress of Staffordshire LAC 2014-2015



Pupil Premium Allocation	
Summer:	373 children receiver £ 279,750.00
Autumn:	445 children receiver £ 222,500.00
Spring:	353 children receiver £ 229,450.00
Total:	1171 returns £ 731,700.00

The Pupil Premium has been spent:
 63% on Academic Progress
 29% on Behaviour/Emotional Support
 3% on Alternative Provision
 3% on Academic Progress Out Of School
 2% on Other

Children by Key Stage
 Foundation 64 children
 Key Stage 1 144 children
 Key Stage 2 452 children
 Key Stage 3 264 children
 Key Stage 4 247 children

Intervention and Outcome Examples

Academic Progress:
 "Purchase of laptop to consolidate learning at home and school" Year 6
 "One to One support in all subjects to raise attainment to expected levels" Year 10

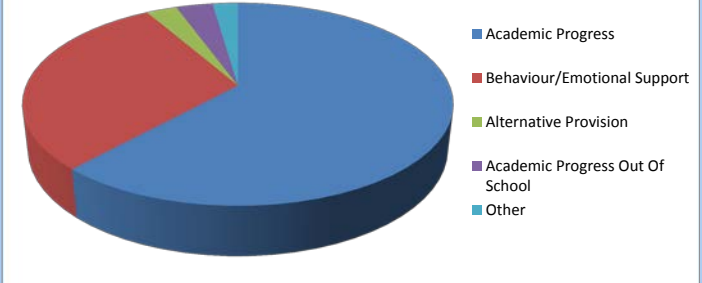
Behaviour and Emotional Support:
 "One to One support to establish routines with familiar staff prior to mainstream transition" Year

Alternative Provision:
 "One to One mentoring to secure a placement at NACRO and re-engage with education" Year 11
 "To attend a residential week and participate in activities away from home with peers" Year 6

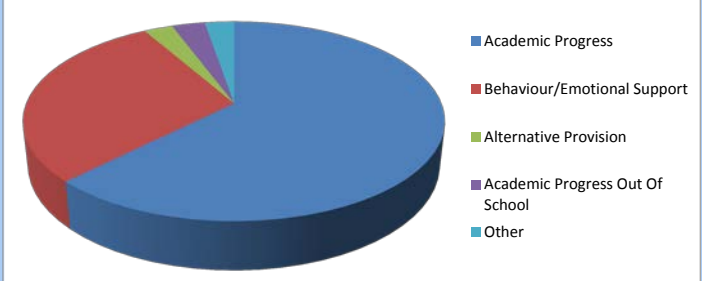
Academic Progress Out Of School:
 "Additional English and Maths support at Stafford Tuition Centre" Year 10
 "Purchase of a keyboard to improve self esteem" Year 7

Other:
 "Share of FLSW to support social development, unstructured times and links with agencies" Year
 "Breakfast club to support attendance, homework and health" Year 11

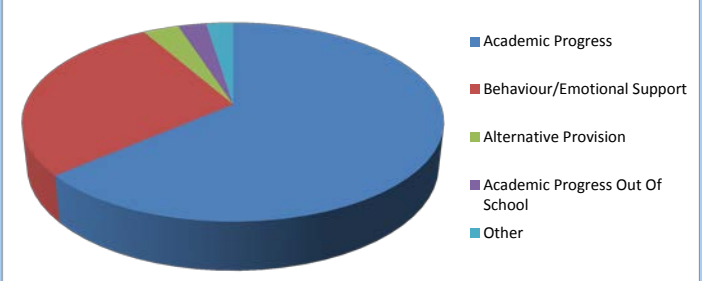
Usage of Pupil Premium Summer 2014



Usage of Pupil Premium Autumn 2014



Usage of Pupil Premium Spring 2015





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

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	Great Place to Live Create the right conditions to attract and grow business in Staffordshire	To consider the detail of the Cabinet's "deep dive" into the economy of Staffordshire and consider what aspects should lead to further scrutiny. <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.	Great Place to Live 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.	Great Place to Live 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	Great Place to Live Use and maintain our built and natural environment to improve health and wellbeing and strengthen community assets.	To consider the next draft of the Minerals Local Plan, as part of the consultation, following the Planning meeting of 4 June 2015. <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	Ready for Life 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	Ready for Life Focus on school improvement and providing access to a good education.	The Select Committee have previously looked at school organisation, school places and the development of academies. 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

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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 128	4 September 2015 [This meeting was webcast]	Great Place to Live Use and maintain our built and natural environment to improve health and wellbeing and strengthen community assets. Enjoying Life Strengthen public confidence in the county as a great place to live with lots of opportunities to enjoy life.	Members requested a further update. <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 management but retain the ownership 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	Ready for Life 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"> • Clarification on whether mapping current spend on attendance had started; • Examples of specific intervention illustrating priorities

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Page 129				<p>and principles in the draft document;</p> <ul style="list-style-type: none"> • Comparison national data on exclusions; <p>They requested their concerns over academy accountability re. attendance be shared with the working group.</p> <p>Further reports were requested on:</p> <ul style="list-style-type: none"> • Attendance Working Group progress, including specific intervention showing how the principles and priorities work in practice; • Post-16 changes and any impact these have on take-up
<p>The Growth Fund including the work of the Education Trust</p> <p>Cabinet Member: Mark Winnington and Ben Adams</p> <p>Lead Officer: Darryl Eyers, Anna Halliday and Tony Baines</p>	<p>12 October 2015</p>	<p>Great Place to Live</p> <p>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>	<p>The Select Committee welcomed the progress made in relation to the Growth Fund and Education Trust.</p>

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			<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>Great Place to Live 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>Members congratulated Officers on the thoroughness of the process and their endeavour in amending proposals where appropriate to accommodate results of the consultation.</p> <p>They requested a report in 12 months time to monitor the outcome of the changes.</p>
<p>Countryside Estate Management Review Cabinet Member: Mark Winnington Lead officer: Ian Wykes</p>	<p>12 October 2015</p>	<p>Great Place to Live Use and maintain our built and natural environment to improve health and wellbeing and strengthen community assets.</p> <p>Enjoying Life Strengthen public confidence in the county</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</i></p>	<p>The report indicated that the four options now forming the consultation were in line with their 4 September recommendations. This was not the case as option C had not been an option the select Committee had supported.</p> <p>Members requested greater</p>

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		as a great place to live with lots of opportunities to enjoy life.	<i>Countryside Estate sites across the County during August 2015.)</i>	<p>clarity be given to the 4 options to illustrate how they would work, ensuring those taking part in the process fully understand the options under consideration.</p> <p>A further report will come to the Select Committee prior to Cabinet decision in April 2016.</p>
<p>Impact of SEND reforms Cabinet Member – Ben Adams Lead Officer – Nichola Cover-Edge</p>	17 December 2015	<p>Ready for Life Focus on school improvement and providing access to a good education.</p>	<p>To consider the impact of the SEND reforms for Staffordshire children.</p> <p><i>(Carried over from the 2014/15 Work Programme)</i></p> <p>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</p>	
<p>Pupil Premium Plus Policy Cabinet Member: Ben Adams Lead Officer: Sarah Rivers</p>	17 December 2015	<p>Ready for Life Focus on school improvement and providing access to a good education</p>	<p>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</p>	

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			<p>had been in operating the Pupil Premium Plus Policy</p> <p>Members wish to explore the value of the Pupil Premium in making a difference.</p> <p><i>(The Working Group report was considered by PSSC on 18 December 2014)</i></p>	
<p>Sustainability in Staffordshire Cabinet Member: Mark Winnington Head Officer: Darryl Evers</p>	17 December 2015	<p>Great Place to Live Create the right conditions to attract and grow business in Staffordshire</p>	<p>To consider the sustainability work taking place county wide</p> <p><i>(New item suggested by the Cabinet Member at 5/2/2015 Triangulation)</i></p>	
<p>Education Support Services –Commissioning and Contract Performance Cabinet Member: Ben Adams Lead officer: Ian H Benson</p>	22 January 2016	<p>Ready for Life Focus on school improvement and providing access to a good education</p>	<p>Monitoring progress of contract with Entrust to ensure that it is delivering intended outcomes.</p> <p><i>(Previously considered on 5 September 2014)</i></p>	
<p>School Improvement Cabinet Member: Ben Adams Lead Officer: Anna Halliday</p>	22 January 2016	<p>Ready for Life Focus on school improvement and providing access to a good education.</p>	<p>Consideration of possible changes to the management of school improvement and the action plan for school improvement</p> <p><i>(Last considered by PSSC on 5 September 2014)</i></p>	
<p>School Attainment in</p>	22 January 2016	<p>Ready for Life</p>	<p>Annual item to brief</p>	

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Staffordshire Cabinet Member: Ben Adams Lead Officer: Anna Halliday		Focus on school improvement and providing access to a good education.	members on attainment in Staffordshire schools.	
Impact of SEND reforms Cabinet Member – Ben Adams Lead Officer – Nichola Glover-Edge	4 March 2016	Ready for Life 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 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	Ready for Life 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	Ready for Life 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	tbc	Ready for Life Enhance access to high quality family,	Item requested by Members following discussion on School attendance,	

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Adams Lead Officer: Anna Halliday/ Tony Baines		community and life-long learning Ready for Life Focus on school improvement and providing access to a good education.	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 change has to take-up and staying-on rates. <i>(School attendance, exclusions and participation considered at their meeting of 4 September 2015.)</i>	
Strategic Economic Plan Cabinet Member: Mark Winnington Lead Officer: Darryl Evers	tbc	Great Place to Live Create the right conditions to attract and grow business in Staffordshire.	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.	
Car Parking Strategy Cabinet Member: Mark Winnington Lead Officer: James Bailey and David Walters	tbc	Great Place to Live Create the right conditions to attract and grow business in Staffordshire	Following consideration of call-in of the parking strategy by the Corporate Review Committee (9 July 2015) they agreed "that implementation of the Car	

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			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>Countryside Estate Management Review Cabinet Member: Mark Winnington Lead officer: Ian Wykes</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 135</p>	tbc (prior to April 2016 Cabinet decision)	<p>Great Place to Live Use and maintain our built and natural environment to improve health and wellbeing and strengthen community assets.</p> <p>Enjoying Life Strengthen public confidence in the county as a great place to live with lots of opportunities to enjoy life.</p>	<p>To consider the 4 options and consultation results prior to Cabinet decisions on proposals.</p> <p><i>(Considered by PSSC on 18 December 2014, 4 September & 12 October 2015. PSSC Members also completed visits to Countryside Estate sites across the County during August 2015.)</i></p>	
<p>Libraries in a Connected Staffordshire- Mobile and Travelling Library – monitor Review outcomes Cabinet Member: Mike Lawrence Lead Officer - Janene Cox/Catherine Mann</p>	tbs (12 months after implementation of the service changes)	<p>Great Place to Live Support the improvement and development of shared resources such as utilities, highways and technology.</p>	<p>To consider the effects of the mobile and travelling library service review implementation.</p> <p><i>(Last considered on 12 October, 1 June 2015 as part of the wider Library review previously considered by PSSC on 23</i></p>	

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			<i>January 2015)</i>	
Working Groups				
Infrastructure + Working Group Cabinet Member: Mark Winnington Lead Officer: James Bailey	8 and 29 July 4 September	Great Place to Live 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 Page 136		Great Place to Live 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	Living Well 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

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		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.
Briefing notes/updates and referrals				
Superfast Staffordshire (Broadband) Lead Officer: Paul Chatwin Page 137		Great Place to Live Support the improvement and development of shared resources such as utilities, highways and technology. and Create the right conditions to attract and grow business in Staffordshire	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		Great Place to Live 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.	

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Bradwell Lane Cabinet Member: Mark Winnington Lead Officer: Richard Harris	12 August 2015 Chairman's informal meeting with Emma Meadon and Sandra Hambleton	Included on the work programme as part of the Petition Scheme process	A petition with over 2,500 signatures requesting traffic calming measures at Bradwell Lane, 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.

Membership Simon Tagg (Chairman) David Loades (Vice-Chairman) Carol Dean Len Bloomer Maureen Compton Tim Corbett Ian Hollinshead	Calendar of Committee Meetings (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
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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
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