

**Prosperous Staffordshire Select Committee**

Friday, 3 March 2017

**10.00 am**

Oak Room, County Buildings, Stafford

John Tradewell  
Director of Strategy, Governance and Change  
23 February 2017

---

**A G E N D A**

1. **Apologies**
2. **Declarations of Interest**
3. **Minutes of the Prosperous Staffordshire Select Committee held on 19 January 2017** (Pages 1 - 6)
4. **Skills and Employability Self-Assessment** (Pages 7 - 26)  
Report of the Cabinet Member for Learning and Skills
5. **Progress on the SEND Reforms** (Pages 27 - 32)  
Report of the Cabinet Member for Learning and Skills
6. **Making the Most of our Universities – Working in Partnership for Economic Growth** (Pages 33 - 46)  
Report of the Cabinet Member for Learning and Skills and the Cabinet Member for Economic Growth
7. **Progress on the Countryside Estate** (Pages 47 - 82)  
Report of the Cabinet Member for Economic Growth



8. **Work Programme** (Pages 83 - 96)
- a) Update on the Library Service - Briefing Note (Pages 97 - 110)
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**

|                               |                       |
|-------------------------------|-----------------------|
| Ann Beech                     | Rev. Preb. M. Metcalf |
| Len Bloomer                   | Sheree People         |
| David Brookes (Vice-Chairman) | Simon Tagg (Chairman) |
| Ian Hollinshead               | Paul Woodhead         |
| Kevin Jackson                 | Mike Worthington      |
| Mike Lawrence                 | Candice Yeomans       |
| Geoff Martin                  |                       |

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

#### **Filming of Meetings**

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

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

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

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

## Minutes of the Prosperous Staffordshire Select Committee Meeting held on 19 January 2017

Present: Simon Tagg (Chairman)

### Attendance

|                               |                       |
|-------------------------------|-----------------------|
| Ann Beech                     | Geoff Martin          |
| Len Bloomer                   | Rev. Preb. M. Metcalf |
| David Brookes (Vice-Chairman) | Sheree Peale          |
| Ian Hollinshead               | Paul Woodhead         |
| Kevin Jackson                 | Mike Worthington      |
| Mike Lawrence                 | Candice Yeomans       |

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

### PART ONE

#### 32. Declarations of Interest

There were none at this meeting.

#### 33. Minutes of the Prosperous Staffordshire Select Committee held on 15 December 2016

**RESOLVED** – That the minutes of the Prosperous Staffordshire Select Committee held on 15 December be confirmed and signed by the Chairman.

#### 34. School Attainment

The Select Committee scrutinised the progress of educational achievement in Staffordshire for the period September 2015 to August 2016.

Members were informed that there was a positive direction of travel in terms of the percentage of schools judged as good or outstanding (and the percentage of all pupils that attend these schools). As at September 2016, 86% of Staffordshire schools were judged as good or outstanding, which was below their aspirational target of 90%. This was hindered by the reduction in the number of school inspections during the academic year. Staffordshire had improved at the same rate as seen nationally. The number of pupils receiving a good education had also increased, with 82% of pupils attending a good or outstanding school, an increase of six percentage points since 2015.

The new primary, secondary and post-16 accountability measures introduced in 2016 by the Department for Education (DfE) had resulted in limited trend comparisons being made over time.

Levels of attainment and progress in the Early Years Foundation Stage (EYFS) and Key Stage One (KS1) remained strong and continued to outperform national levels of performance. However, the focus in 2016/17 would continue to be on Key Stage Two (KS2), Key Stage Four (KS4) and Key Stage 5 (KS5) where schools needed to accelerate improvements to gain ground in the rates of attainment and progress achieved by our statistical neighbours and nationally. Staffordshire schools also needed to do more to tackle variations in attainment and progress between localities, phases and for different pupil groups, such as those eligible for Free School Meals or Disadvantaged pupils.

Members were informed that over the past few years education in Staffordshire (and across the country) had changed. Schools were becoming more independent from local authorities and as a result there were new roles and responsibilities around school improvement.

Members received a more detailed explanation of the changes to performance measures in 2016 which had made it difficult to scrutinise trends. Nevertheless, concern was expressed that the Free School Meals and Special Educational Needs gap in Staffordshire had narrowed in some measures in 2016 and widened in others. The Cabinet Member for Learning and Skills acknowledged that the Council fell short of its aspirations in this regard and agreed to provide Members with further information on this issue.

In relation to the English Baccalaureate, the Committee were informed that a greater proportion of secondary schools were not offering this qualification. It was queried whether this was due to the fact that a foreign language was a compulsory component. The Cabinet Member suggested that there would need to be a culture change in attitudes towards learning a language, post-Brexit. Moving forward there should be more partnership working to share expertise, with specialist teachers being available to clusters of schools. The School Improvement Team was currently undertaking work to explore take-up of the Baccalaureate.

Members queried how the direction of travel of pupil attainment could be influenced. The Cabinet Member responded that one measure would be to attract more and high quality sponsors. Government Funding for School Improvement was available through Teaching Schools. Work was being undertaken with the four designated Teaching Schools in Staffordshire, together with Entrust, focussing on areas requiring support. This work included ongoing teacher support, research around best practice, and the quality of new teachers. Work was also being undertaken with the Regional Schools Commissioner around support for Leadership and Management in schools. The Cabinet Member commented that the team of the Regional Schools Commissioner was growing, and that Staffordshire had a good relationship with the Commissioner.

Concern was expressed over the decline in pupil attainment through Key Stages two, four and five and it was suggested that performance was going backwards. However the Cabinet Member pointed out that there was no evidence of a drop in performance, and that three years ago attainment at Key Stage 2 had been of national concern and that this was no longer the case. Whilst progress was being made in all areas the authority was not where it aspired to be. The aim was to have the best leadership and governance in place and funding spent on teachers. Historically Staffordshire had been

underfunded for a number of years, but the Government were now reviewing the position. It would be important for schools to work both together and in partnerships to succeed.

In relation to the Free School Meal Gap it was queried whether schools might be using the pupil premium funding to close this, and how the use of this funding was monitored. The Committee were assured that governing bodies had a statutory responsibility to report where this funding is spent and its impact. Another concern was the use of supply staff, particularly in the secondary sector. Members discussed the relationship between Ofsted ratings of schools and the local authority's recent categorisation of schools.

Members requested further information on the impact of the new funding formula on their local schools. The Cabinet Member commented that under the Fairer Funding arrangements it was expected that Staffordshire schools would do well, although there would be winners and losers.

The Chairman pointed out that there was an item on the Work Programme around post-16 education provision and the Cabinet Member undertook to bring this to the Committee as soon as it was available.

**RESOLVED – That:**

- a) the progress of Educational Achievement in Staffordshire for the period September 2015 – August 2016 be noted;
- b) further information on the Free School Meals and Special Educational Needs gap in Staffordshire be circulated to members of the Select Committee; and
- c) further information on the Fairer Funding Review be brought to a future meeting of the Select Committee.

**35. Stoke-on-Trent and Staffordshire Growth Hub**

Members considered a report on the Stoke-on-Trent and Staffordshire Growth Hub and its programme in supporting Staffordshire businesses to start up, thrive and grow. It also unlocked investment and job creation among local businesses and improved cross-referral between business support initiatives, innovation and international trade. The Hub had supported 3,852 businesses since it was launched in May 2014, 10% of which related to key growth sectors in manufacturing and 15% in Professional, Scientific and Technical services. Of the calls to the helpline, 26% of calls related to access to finance and were referred to other business support schemes such as the Staffordshire County Council loan fund which administered 68 loans supporting the creation of 165 jobs and safeguarding 133 jobs. The helpline identified needs and then passed the enquiry to the appropriate advisor. Enquiries covered areas such as growth start-up, premises and apprenticeships, and the Hub held a database of a wide range of suppliers. Members were asked to help to promote the Growth Hub services to local businesses of all sectors and sizes by raising awareness of the Staffordshire Business Helpline and the Growth Hub Advisors. Members recognised the contribution that the key partners, Stoke-on-Trent City Council and the Staffordshire Chambers of Commerce, made in the Growth Hub.

The creation of Growth Hubs was a government initiative introduced across the Country in 2013. They were a local public/private sector partnership led by the Local Enterprise Partnerships (LEPs) and they joined up national and local business support so that it was easy for businesses to find the help that they needed. As of May 2016 the national network of Growth Hubs was complete for the first time, as all 39 LEP areas had an operational Hub. Members asked about the relationship with other Hubs in other LEP areas, and were assured that information was shared and businesses were cross-referred between them.

The Select Committee discussed the potential impact of Brexit on Staffordshire's economy and on future funding for the Growth Hub, post March 2019. Members were informed that a new small business grant fund was offering businesses a grant of between £1,500 and £10,000 to spend on capital items which would provide benefit and growth to their organisation. A Panel evaluates each company's application to ensure they met the criteria and all businesses awarded a grant of over £5,000 were expected to create a new job within their organisation. Members requested further clarification on the small business grant fund and it was agreed that this would be provided to them in writing.

**RESOLVED – That:**

- a) the success of the Growth Hub programme in supporting Staffordshire businesses to start up, thrive and grow be recognised;
- b) the success of the Growth Hub programme in unlocking investment and job creation among local businesses and improving cross-referral between business support initiatives, innovation and international trade support be noted;
- c) committee members help to promote the Growth Hub services to local businesses of all sectors and sizes by raising awareness of the Staffordshire Business Helpline and the Growth Hub Advisors;
- d) the role that the key partners, Stoke-on-Trent City Council and the Staffordshire Chambers of Commerce, play in the Growth Hub be recognised; and
- e) further clarification on the small business grant fund be provided to members of the Select Committee in writing.

### **36. Work Programme**

The Select Committee received a copy of their 2016-17 Work Programme. Members noted the following amendment:

- that a report on Adult and Community Learning [**Note by Clerk:** now entitled "Skills and Employability Self-Assessment Report 2015/16"] was to be brought to the March meeting in place of Post-16 Education Provision.

The Rev Preb Michael Metcalf thanked members for their comments on the new Staffordshire Agreed Syllabus for Religious Education and warmly invited them to attend its official launch at Entrust Headquarters in Stafford on 31 January 2017 at 2.00 pm.

**Chairman**

|                         |
|-------------------------|
| Local Members' Interest |
| N/A                     |

### **Prosperous Staffordshire Select Committee – 3<sup>rd</sup> March 2017**

#### **Skills and Employability Self-Assessment**

##### **Recommendations**

It is recommended that the Select Committee:

1. Scrutinise the quality assurance and performance of the learning and skills service within the Skills and Employability team.
2. Scrutinise and comment on the findings of the Skills and Employability 2014-2015 Self-Assessment Report for its Learning and Skills provision, in order to further improve quality and performance in preparation of achieving a good outcome in a FE and Skills Ofsted Inspection.

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

#### **Summary**

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

3. Skills and Employability focuses on a range of education and training opportunities to fulfil statutory duties, meet the needs of learners, the economy and the wider community and supports delivery of the LEP skills Strategy. However, this report is about the learning and skills provision the service provides in Staffordshire.
4. The portfolio of work covered in this report includes Community Learning, Intermediate and Advanced Apprenticeships and adult classroom based learning. The Committee is therefore asked to scrutinise the quality and performance of the learning and skills delivered as part of the service.
5. The Self-Assessment Report is a fundamental tool that Ofsted Inspectors use to judge the quality and effectiveness of an organisation in providing education opportunities to young people and adults.
6. The Select Committee are asked to scrutinise the quality assurance and performance of the portfolio of learning and skills provision commissioned by the Skills and Employability team, in order to further improve quality, outcomes for learners and in remaining a good FE and Skills provider.

## Report

### Background to the Skills and Employability Service

7. The Skills and Employability Service's purpose is to improve people's lives through lifelong learning and training, leading to employment and or increased personal fulfilment, supporting the growth of Staffordshire's economy and society. Our ambition is to have a flexible skills system which enables people to gain the skills needed to meet the needs of our employers. We want to ensure a well-qualified and adaptable workforce with the skills sets appropriate to the needs of existing businesses and sectors, in which we have aspirations for economic growth. We also believe people, especially young people, should receive the guidance and support they need to enable them to take full advantage of education, training and employment opportunities, and we support effective approaches to supporting unemployed people back into work.
8. The Skills and Employability Service aligns with, and respond to, the priorities of local and national Government in all of its services and provision. As part of this approach the Skills and Employability Service continues to support economic growth via strong engagement with Local Enterprise Partnerships (LEPs). The Stoke-on-Trent and Staffordshire LEP established the Education Trust to promote its skills and education agenda. The vision of the Education Trust is to shape a high performing, relevant and responsive education and skills system that meets today's business needs, and anticipates the challenges and opportunities of tomorrow. The Skills & Employability team, through its commissioning strands and direct delivery provision, lead on learning and skills programmes to support priorities.

### Learning & Skills

9. The Skills & Employability Service commissions and direct delivers learning and skills through 32 providers, directly through its Direct Delivery Unit and through four main strands of delivery (2016/2017 academic year):
  - a. Community Learning
  - b. Community Learning Trust Responsiveness Fund
  - c. Apprenticeships
  - d. Classroom based learning (including Direct Delivery)
10. Meeting the needs of Staffordshire residents is effective through the diverse range of sub-contractors that have good local knowledge within districts, in order to target priority groups.
11. Details of sub-contractors engaged with Learning and Skills can be seen in Appendix A

### Community Learning

12. Community Learning is an umbrella term describing a broad range of learning that brings together adults, often of different ages and backgrounds, to pursue an



interest, address a need, acquire a new skill, become healthier or learn how to support their children. It is mainly non-accredited and can be undertaken for its own sake or as a step towards other learning or work. It may happen in personal time or work time and be delivered by providers in the public, private or voluntary community sectors across Staffordshire. Community Learning supports wider government policies on localism, social justice, stronger families, digital inclusion, social mobility and upskilling English and maths skills and preparing for employment.

13. Community learning is delivered through six main programmes which are as follows:
  - a. Leisure tasters and courses
  - b. Provision for adults with learning difficulties/disabilities (ALDD) and those with enduring mental ill health
  - c. Wider Family Learning (WFL)
  - d. Family English, Maths and Language (FEML)
  - e. Employability Skills
  - f. Functional Skills
14. Community Learning programmes and the Community Learning Trust bring communities together to promote social renewal. Community Learning supports providers to engage with its locality working groups and adopt a common strategy that empowers those in local neighbourhoods, wards and parishes to work collaboratively to agree learning priorities and learning models.

### **Community Learning Trust Responsiveness Fund**

15. The Staffordshire Community Learning Trust Responsiveness Fund (CLTRF) offers local grants for the delivery of adult learning programmes which address the identified needs of local communities. The CLTRF is funded by the Skills Funding Agency (SFA). The funding is for the delivery of education and training for adults returning to learning.
16. Programmes are targeted at adults from one or more of the following groups:
  - a. Adults with enduring mental ill health
  - b. Carers
  - c. Homeless adults and adults living in hostel accommodation
  - d. People with no or low qualifications.
  - e. Adults with learning difficulties/disabilities.
  - f. Adults from ethnic minority groups
  - g. Male adult learners

### **Apprenticeships**

17. The Skills & Employability Service commissions apprenticeship provision from Entrust. The Skills and Employability Service has also led on a range of initiatives to sustain apprenticeship growth.

18. Apprenticeships are delivered in the following vocational areas:

- a. Business Administration: Intermediate and Advanced Apprenticeships
- b. Information Communication Technology: Intermediate and Advanced Apprenticeships
- c. Early Years (Children and Young People's Workforce): Intermediate and Advanced
- d. Supporting Teaching and Learning Apprenticeship: Intermediate and Advanced
- e. Functional Skills (Level 1 and 2) in Maths, English and ICT – delivered as part of the apprenticeship framework.

### **Classroom based learning (including Direct Delivery)**

19. The Skills & Employability Service's Direct Delivery Unit delivers non accredited programmes in ICT through the community learning programme and accredited provision in ESOL, employability and ICT through the adult education budget. Entrust are also commissioned to deliver qualifications in employability.

### **Inspections of Learning and Skills**

20. The Office for Standards in Education, Children's Services and Skills (Ofsted) is a non-ministerial department of the UK government, reporting to Parliament via the Department for Education. Ofsted is responsible for inspecting a range of educational institutions, including Further Education and Skills Providers, state schools and some independent schools. It also inspects childcare, adoption and fostering agencies and initial teacher training, and regulates a range of early years and children's social care services

21. In the new Common Inspection Framework, Ofsted have introduced a new inspection methodology, which includes Short inspections. Providers judged good for overall effectiveness at their most recent inspection will usually be inspected within three years from September 2015. This will usually be a short inspection, but may be a full inspection where information suggests that this is the most appropriate course of action.

22. Learning and Skills was last inspected in November 2012 and judged as a good provider. Therefore in scope imminently for a short inspection under the new Common Inspection Framework methodology.

23. A short inspection will determine whether the provider continues to provide a good standard of education/training for learners and that safeguarding is effective.

24. Inspectors will make overall judgements on:

- a. Effectiveness of leadership and management
- b. Quality of teaching, learning and assessment
- c. Personal development, behaviour and welfare
- d. Outcomes for learners.
- e. Apprenticeships
- f. Adult Learning Programmes

g. Effectiveness of safeguarding

25. Learning and Skills Self-Assessment summary judgements (2015 - 2016)

| Graded using the 4 point scale:<br>1: Outstanding<br>2: Good<br>3: Requires Improvement<br>4: Inadequate | Overall | Adult Learning Programmes | Apprenticeships |
|--|---------|---------------------------|-----------------|
| Overall Effectiveness  | 2       | 2                         | 2               |
| Effectiveness of Leadership and Management   | 2       | 2                         | 2               |
| Quality of Teaching, Learning and Assessment   | 2       | 2                         | 2               |
| Personal Development, Behaviour and Welfare  | 2       | 2                         | 2               |
| Outcomes for Learners  | 2       | 2                         | 3               |
| Apprenticeships  | 2       |                           | 2               |
| Adult Learning Programmes  | 2       | 2                         |                 |

**Overall effectiveness of the Skills and Employability Service's Learning and Skills Portfolio**

26. Learning and Skills is judged to be good and is continuing to make progress in being Outstanding, which it is achieving by following the Council's vision is to create a Connected Staffordshire. The Service has a strong focus on providing education opportunities to meet the needs of Staffordshire residents and the wider economy.
27. The effectiveness of leadership, management and governance is good. The management team continuously undertake strong strategic and operational planning, focused clearly on maintaining and improving high standards of quality and performance; as a result all staff have a clear understanding of the County Council and Skills and Employability Service's vision and priorities.
28. The quality of teaching, learning and assessment across learning and skills is good. Throughout 2015-2016 the Community Learning offer placed a major focus on learning, teaching and assessment, which led to a good and continually improving quality of experience for learners, with elements of further and continued outstanding practice evident across some areas of delivery. Further development is in progress to ensure that the most successful and innovative practice in learning, teaching and assessment is extended across all areas, ensuring a consistently good learning experience across all provision as an absolute minimum.
29. The Community Learning offer has continued to focus its approach on ensuring learners develop very good personal, social and employability skills, through the continued development and provision of a wide variety of activities aimed at enriching their learning experience. This is supported by ongoing partnerships with local community organisations and employers, resulting in learners gaining useful additional subject knowledge, qualifications and positive workplace experience which effectively prepares them for the world of work.

30. The range of provision meets the needs of learners and employers well. Provision is designed to engage the community, vulnerable and disadvantaged learners and effectively support social and economic inclusion and contribution. Meeting the needs of Staffordshire residents is effective through the sub-contractors that have good local knowledge.
31. Responsibility for safeguarding and promoting the wellbeing of young people and vulnerable adults is taken extremely seriously and, as a result, learners consistently say they feel safe. Staff and learners show high levels of respect for each other; which is due to the efficient systems and robust implementation of effective safeguarding processes and procedures. The promotion of Equality and Diversity is good, and continually improving.

### **Summary of Headline Key Strengths for Community Learning, Apprenticeship programmes and Classroom Based Learning 2015/2016**

32. Strong and effective leadership, management and governance, together with improved quality assurance and improvement arrangements, which are transferred to learning, teaching and assessment practices which have continued to enhance aspects of the Services' performance and strongly support learning, resulting in learners successfully completing their learning programmes and achieving their goals.
33. Learners receive very good information, advice and guidance to ensure that they are enrolled on programmes that meet their needs, interests and aptitudes and make good progress towards their choice of destination.
34. Learning and skills makes a difference to learners' lives, especially for the majority of learners coming from challenging backgrounds. As a result, the vast majority of learners develop strong personal and work-related skills which develop self-confidence and work-readiness.
35. Good and effective wider outcomes achieved for 'hard to reach learners', such as reducing isolation, social inclusion, mental health and the impact on family life and health.
36. Outcomes for learners overall on Community Learning programmes are good with achievement in 2015/2016 sustained across the majority of Community Learning Programmes.
37. There is a continued upward momentum in provision for Learners with Learning Difficulties and or Disabilities (LLDD), of which is outstanding and English for Speakers of Other Languages (ESOL) at Entry level 1 – Level 1, therefore achievement rates are improving.
38. Timely achievement on apprenticeship frameworks has increased to 75% compared to 62% in 14/15. With achievement rates continuing to improve in some areas; although at a steadier rate, apprentices are making good progress.

39. The quality of teaching, learning and assessment across the Learning and Skills offer is good and improving.
40. Highly effective safeguarding arrangements and strong initiatives to promote staff and learners' awareness of the risks of extremism and radicalisation; as a result, learners feel safe and are safe.
41. Learners develop effective employability skills which prepares them well for the job market. They gain a good awareness of employment through taster sessions focused on skills for particular sectors and specific employability classes.
42. Learners develop personal, social and employability skills including Maths, English and ICT and appreciate the importance of these skills to increase their future employability.

**Key outcomes for learners on Community Learning, Apprenticeship programmes and Classroom Based Learning 2015/2016**

43. Outcomes for learners overall on Community Learning programmes are good. The Community learning offer is committed to making continuous improvements for its users and strives to be outstanding. In the academic year 2015 – 2016, Community Learning engaged with 37 providers, delivered 1377 courses to 6045 learners, of which equated to 10129 enrolments. The outcomes for learners across Community Learning is good with achievement at 93%, and equal to 14/15 achievement. The 15/16 pass rate is equal to 14/15 performance at 97%.
44. Overall the achievement in 2015/2016 has been sustained at 93% across the majority of programmes, however some specific areas continue to require further improvement. There is a continued upward momentum in provision for Learners with Learning Difficulties and or Disabilities (LLDD) and English for Speakers of Other Languages (ESOL) at Entry level 1 – Level 1, therefore achievement rates are improving. The areas of IT, FEML, non-regulated ESOL and Leisure 2015/2016 has seen a decline in achievement, mainly due to the retention of learners across these programme areas, with these areas as a focus for improvement in 2016/2017.
45. Within Community Learning, achievement gaps for different groups of learners are rapidly closing, with minimum disparity in achievement between gender, age and learners with and without learning difficulties and or disabilities at headline level. There is variance of achievement for different ethnic groups, with Black or any other black background, BME and other ethnic group performing at a slower rate compared to other groups. These groups of learners equate to 131 enrolments and 1.2% of enrolments overall. The enrolments of males still remain low with 29% enrolled (3133) against 64% (6996) of female enrolments. This is just above the national average of 26-28% and a continued focus for Community Learning.
46. Improved, outstanding achievement on Community Learning provision for Adult Learners with Learning Difficulties and/or Disabilities with achievement being at 97% overall.

47. Good and effective wider outcomes achieved for 'hard to reach learners'. There is consistent reporting of significant wider outcomes such as reducing isolation, social inclusion, mental health and the impact on family life and health. A number of providers run courses in residential and care home settings. The learners often experience reduced amount of social opportunities, reduced mobility and increased health problems. The courses offer them access to learning and help to tackle isolation
48. Teaching, learning and assessment across learning and skills is good at 95% with the majority of lessons observed in 2015 - 2016 judged as good or better. In these lessons staff plan effectively to ensure learners are engaged and motivated. As a result, most learners enthusiastically participate in learning and make good progress in improving their skills.
49. Apprenticeship enrolments have seen a decline during the 2015-2016 academic year. In 2015 – 2016, Apprenticeship programmes were delivered to 69 learners across the county. This is a reduction of 62 learners compared to 131 in 2014-15. Timely achievement is at 75% in 15/16 and with achievement rates continuing to improve in some areas; although at a steadier rate, apprentices are making good progress. However, 24+ advanced apprenticeships (28.5% timely achievement) particularly in Business and Administration and intermediate apprenticeships in Children and Young Peoples' Workforce (60% timely achievement) continues to require further improvement.
50. The majority of apprentices achieved qualifications in Functional Skills English, maths and ICT in a timely manner with achievement at 92% overall. However Functional Skills ICT at level 1 and maths, particularly at level 2, also requires further improvement.
51. Processes and procedures for ensuring learners are protected and helped to keep themselves safe are effective. There continues to be an excellent and high profile approach to raising awareness of, and promoting, safeguarding across learning and skills.
52. Community Learning learner data can be viewed in Appendix B

### **Resource and value for money**

53. Learning and Skills delivery is funded by the Skills Funding Agency (SFA). Community Learning funding from the SFA is considered to be a contribution in locally-owned community networks with clear strategic plans, priorities, objectives and learner outcomes which can only be achieved if there is extra funding over and above that available from the Government.
54. The County Council also contributes £280,000 to the funding and of which £40,000 is allocated to Community Learning Grants to support self-directed groups within Staffordshire to meet in order to further develop a skill or interest they share. Although over recent years, the contribution from the Council has decreased, the level of funding available for community learning groups will remain the same in 2016-2017.

55. The County Council uses 15% of the funding from the SFA (£236,000) to cover the costs of supporting Adult & Community Learning commissioning, performance monitoring, quality assurance and learning provider development. The current 15% is in line with sector averages but in real terms is shrinking as the overall SFA community learning budget has remained constant since 2007-08 whilst expenditure and particularly staff costs, have risen substantially.
56. The table below shows the breakdown of funding over the last three years

|   | 2013/14           | 2014/15           | 2015/16           |
|---|-------------------|-------------------|-------------------|
| SFA Community Learning                          | £1,574,309        | £1,574,309        | £1,574,310        |
| SFA Adult Skills Budget (Classroom Based)       | £767,142*         | £591,839          | £449,798          |
| SFA Adult Skills Budget (Adult Apprenticeships) | £86,003*          | £160,003          | £160,002          |
| SFA 16 to 18 Apprenticeships                    | £161,224**        | £154,090          | £154,500          |
| <b>Total</b>                                    | <b>£2,502,675</b> | <b>£2,480,241</b> | <b>£2,338,610</b> |

Notes:

SFA Budget – Academic Year, County Council – Financial Year  
County Council Budget includes Community Learning Groups and residual pension costs

‘\*’ In year permanent virement of £74,000 from Class Room Based to Adult Apprenticeships

“\*\*” Reduced in year by SFA to £133,388

### **Pound Plus**

57. The Skills and Employability Service’s Community learning ‘Pound Plus’ financial strategy, aims to increase the total investment and maximise the value of public funding to enable the delivery of a high quality community learning programme. The Skills Funding Agency states that the community learning grant is only considered as a contribution to the overall costs of delivering the programmes and there is an expectation that the council as the grant recipient, will add value to this funding pot by attracting extra income, cutting costs and reinvesting to widen the offer to disadvantaged people. The term used by the SFA to describe this added value is “Pound Plus” and all its Providers are required to hold a Pound Plus strategy. The SFA does not provide a detailed definition of Pound Plus and Providers are free to determine local definitions and supporting evidence trails. SFA funding is therefore used as a leverage to secure additional income in order to help widen access for people who are disadvantaged and cannot afford to pay fees. The table below shows examples of pound plus investments:

## Pound plus Investment Types

| Pound Plus Category | Examples  |
|---------------------|---|
| Direct Income       | Fee income from learners<br>Sponsorship<br>Grants and tenders<br>Sales from products or services  |
| Cost Savings        | Savings in accommodation<br>Use of volunteers to support learning<br>Savings in staffing through partnerships<br>Shared services - back office functions  |
| Value for Money     | Efficiency of curriculum – avoiding duplicated provision<br>Effectiveness of curriculum – new subjects, better progression opportunities leading to increased learner participation<br>Setting up self-organised groups |

58. The Pound Plus strategy requests providers to collate data and submit returns to the council to detail the value of Pound Plus it has generated against the three categories above. Due to the nature of Pound Plus it is traditionally difficult to categorise and evidence therefore the provider returns largely detail the items that are easier to determine e.g. fee income from learners and costs savings in kind through the use of volunteers and savings in accommodation costs.
59. In 2015-16 the provider returns detailed the value of the Pound Plus investment to be a total of £542,000 which is equivalent to around 47% of the Community Learning Budget.

### Community Impact

60. Community Learning supports wider government policies on localism, social justice, stronger families, digital inclusion and social mobility and it includes a range of community-based and outreach learning opportunities and is designed to help people of different ages and backgrounds and families to develop new skills and interests, support progression to formal courses and improve health and wellbeing and therefore positively support our community in Staffordshire. The use of the Adult Education Budget and Apprenticeship Funding gives young people and adults the skills they need to progress within or into work and gives employers the skills they need for their workforce development therefore contributing to economic growth.



**Contact Officer**

**Name and Job Title:** Anthony Baines, County Commissioner Skills & Employability

**Telephone No.:** 01785 895984

**Address/e-mail:** anthony.baines@staffordshire.gov.uk

**Appendices/Background papers**

**Appendix A** – Details of Sub-Contractors Engaged with Learning and Skills

**Appendix B** – Community Learning Learner Data



## Appendix A

### List of Subcontractors 2016/2017

| FE Colleges                                | Staffordshire County Council | Schools                       | Third Sector Organisations                               |
|--|------------------------------|-------------------------------|--|
| South Staffordshire College                | Entrust                      | Anglesey Primary              | Dyslexia Association of Staffordshire                    |
| Newcastle and Stafford College Group       | Direct Delivery Unit         | Two Gates Primary             | Gartmore Riding School                                   |
| University of Derby: Leek & Buxton College | Families First               | Codsall Community High School | Growing Rural Enterprise Ltd                             |
|  |                              | De Ferrers Academy            | LETS Academy   |
|  |                              | Moorgate Primary Academy      | Princess Street  |
|  |                              | Two Rivers Primary            | The Salvation Army                                       |
|  |                              | Westfield Community Primary   | Upper Moreton Rural Activities CLC                       |
|  |                              |                               | West Chadsmoor Family Centre                             |
|  |                              |                               | Sherratts Wood CIC                                       |
|  |                              |                               | Cerebral palsy   |
|  |                              |                               | Chase Aqua Rural Enterprise                              |
|  |                              |                               | Forest of Mercia   |
|  |                              |                               | Interact Arts  |
|  |                              |                               | Landau Ltd   |
|  |                              |                               | Media Climate  |
|  |                              |                               | New Vic Theatre  |
|  |                              |                               | Pulse for Music  |
|  |                              |                               | Royal Mencap Society                                     |
|  |                              |                               | Small Talk SLT   |
|  |                              |                               | Acorn Training   |
|  |                              |                               | Staffordshire Care Farming                               |
|  |                              |                               | Steps to Work  |
|  |                              |                               | Workers Educational Association                          |
|  |                              |                               | Community Together                                       |
|  |                              |                               | Ground work West Midlands                                |
|  |                              |                               | Relate Shropshire, Herefordshire and North Staffordshire |
|  |                              |                               | Kanyini Education  |
|  |                              |                               | Staffordshire Libraries & Arts                           |
|  |                              |                               | Support Staffordshire                                    |



## Appendix B

### Outcomes for Learners

Data includes all Community Learning (including CLTRF) and Direct Delivery

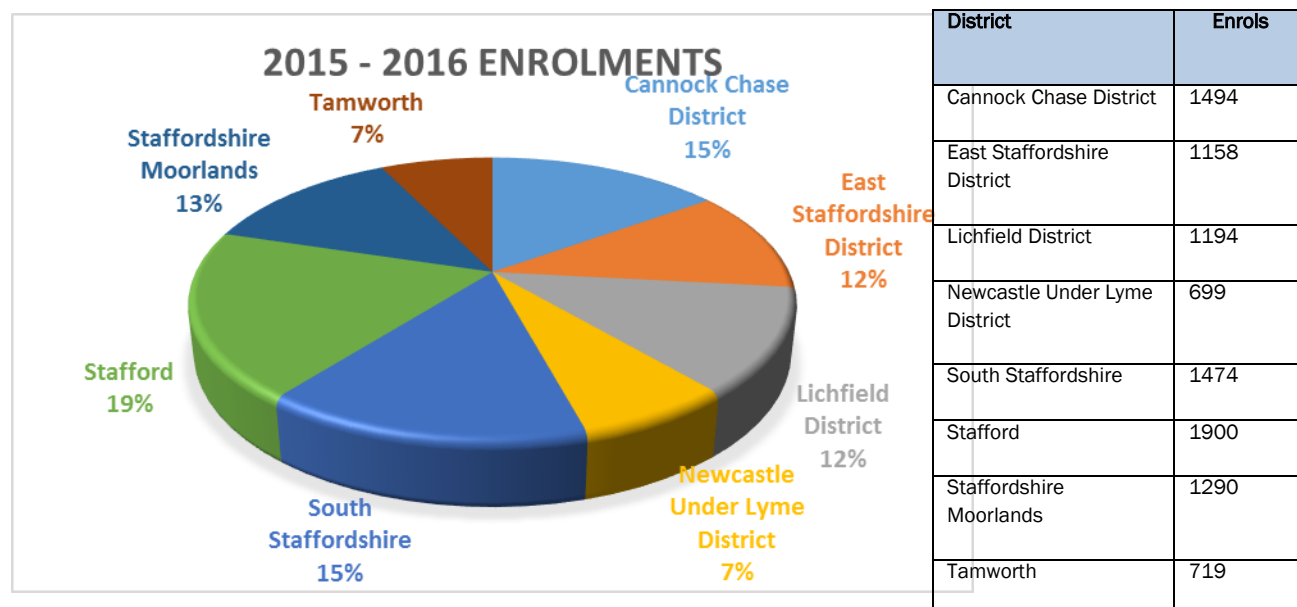
#### Learner Profile: Learner enrolments by provider and provision type 2015/2016

| Provider/provision type                              | Number of courses | Number of enrolments |
|--|-------------------|----------------------|
| <b>Acorn training</b>                                |                   |                      |
| ALDD   | 9                 | 70                   |
| Employability Skills                                 | 11                | 56                   |
| Functional Skills                                    | 33                | 142                  |
| <b>Anglesey Primary Academy</b>                      |                   |                      |
| Wider Family Learning                                | 3                 | 42                   |
| <b>Cerebral Palsy</b>                                |                   |                      |
| ALDD   | 5                 | 44                   |
| <b>Chase Aqua Rural Enterprise</b>                   |                   |                      |
| ALDD   | 11                | 160                  |
| Employability Skills                                 | 3                 | 31                   |
| <b>Codsall Community High School</b>                 |                   |                      |
| Leisure  | 16                | 166                  |
| <b>Community Together</b>                            |                   |                      |
| CLT  | 3                 | 39                   |
| <b>De Ferrers Academy</b>                            |                   |                      |
| Wider Family Learning                                | 2                 | 15                   |
| <b>Direct Delivery Unit</b>                          |                   |                      |
| Classroom Based Learning (ESOL & IT)                 | 249               | 1140                 |
| Leisure  | 87                | 336                  |
| Leisure Tasters                                      | 14                | 283                  |
| <b>Dyslexia Association</b>                          |                   |                      |
| CLT  | 4                 | 32                   |
| <b>Families First</b>                                |                   |                      |
| Leisure  | 19                | 107                  |
| Leisure Tasters                                      | 21                | 112                  |
| Employability  | 15                | 98                   |
| Wider Family Learning                                | 48                | 603                  |
| <b>Forest of Mercia Community Forest Partnership</b> |                   |                      |
| Leisure  | 27                | 226                  |
| Wider Family Learning                                | 5                 | 22                   |
| <b>Gartmore Riding School</b>                        |                   |                      |
| CLT  | 3                 | 29                   |
| Ground Work West Midlands                            |                   |                      |
| Leisure  | 3                 | 26                   |
| Leisure Tasters                                      | 1                 | 8                    |
| Interact Arts  |                   |                      |
| ALDD   | 17                | 154                  |
| Employability Skills                                 | 9                 | 72                   |

|   |     |      |
|---|-----|------|
| Kanyini Education   |     |      |
| CLT ALDD  | 6   | 78   |
| <b>Landau Ltd</b>   |     |      |
| Employability   |     |      |
| Leisure   |     |      |
| <b>LETS Academy</b>   |     |      |
| CLT   | 6   | 48   |
| <b>Media Climate C.I.C</b>                                      |     |      |
| ALDD  | 3   | 62   |
| Leisure   | 14  | 219  |
| Leisure Tasters   | 12  | 184  |
| <b>Royal Mencap</b>   |     |      |
| CLT ALDD  | 2   | 27   |
| <b>Moorgate Primary Academy</b>                                 |     |      |
| Wider Family Learning   | 3   | 14   |
| <b>New Vic Theatre</b>  |     |      |
| ALDD  | 2   | 30   |
| Princess Street   |     |      |
| CLT ALDD  | 3   | 37   |
| <b>Pulse for Music</b>  |     |      |
| CLT ALDD  |     |      |
| <b>Relate Shropshire, Herefordshire and North Staffordshire</b> |     |      |
| Employability Skills  | 6   | 34   |
| <b>Royal Mencap</b>   |     |      |
| ALDD  | 11  | 11   |
| <b>Salvation Army</b>   |     |      |
| CLT   | 6   | 65   |
| <b>Sherratts Wood</b>   |     |      |
| CLT ALDD  | 4   | 37   |
| <b>Small Talk Ltd</b>   |     |      |
| Wider Family Learning   | 15  | 157  |
| <b>South Staffordshire College</b>                              |     |      |
| ALDD  | 19  | 147  |
| Employability Skills  | 17  | 82   |
| Family Learning   | 6   | 48   |
| Functional Skills   | 6   | 50   |
| Leisure   | 137 | 1009 |
| Leisure Tasters   | 44  | 263  |
| Wider Family Learning   | 22  | 126  |
| <b>Stafford College</b>   |     |      |
| ALDD  | 9   | 83   |
| Employability Skills  | 3   | 9    |
| Family Learning   | 10  | 47   |
| Functional Skills   | 4   | 41   |
| Leisure   | 183 | 1417 |
| Leisure Tasters   | 39  | 131  |
| Wider Family Learning   | 7   | 42   |
| <b>Staffordshire Care Farming</b>                               |     |      |
| ALDD  | 8   | 156  |
| <b>Staffordshire Libraries and Arts</b>                         |     |      |

|   |    |     |
|---|----|-----|
| Leisure                                       | 15 | 123 |
| Leisure Tasters                               | 2  | 18  |
| Support Staffordshire                         |    |     |
| CLT   | 6  | 47  |
| <b>Two Gates Primary School</b>               |    |     |
| Wider Family Learning                         | 7  | 48  |
| <b>University of Derby &amp; Leek College</b> |    |     |
| ALDD  | 2  | 11  |
| Family Learning                               | 4  | 31  |
| Functional Skills                             | 3  | 35  |
| Leisure                                       | 54 | 541 |
| Leisure Tasters                               | 30 | 321 |
| <b>Upper Moreton Rural Activities</b>         |    |     |
| CLT   | 4  | 67  |
| <b>WEA West Midlands</b>                      |    |     |
| ALDD  | 5  | 65  |
| <b>West Chadsmoor Family Centre</b>           |    |     |
| CLT   | 7  | 63  |
| <b>Westfield Community Primary</b>            |    |     |
| Wider Family Learning                         | 2  | 18  |

**Learner Profile: Learner enrolments by district 2015/2016**



### Learner Profile: Learner enrolments by programme Area 2015/2016

| Provision type                    | Number of courses | Number of Learners | Number of enrolments |
|-----------------------------------|-------------------|--------------------|----------------------|
| ALDD                              | 101               | 691                | 993                  |
| Employability Skills              | 65                | 361                | 391                  |
| Functional Skills                 | 46                | 188                | 268                  |
| Wider Family Learning             | 114               | 848                | 1073                 |
| Leisure                           | 562               | 2621               | 4218                 |
| Leisure taster                    | 163               | 1104               | 1320                 |
| CLT                               | 34                | 293                | 349                  |
| CLT ALDD                          | 23                | 206                | 251                  |
| Family Learning (FEML)            | 20                | 109                | 126                  |
| Direct Delivery Unit (Accredited) | 249               | 932                | 1140                 |

### Learner Achievement: Achievement by programme Area 2015/2016, 2014/2015

| Provision type                       | Achievement (Success) 2014/2015 | Achievement (Success) 2015/2016 |
|--------------------------------------|---------------------------------|---------------------------------|
| ALDD                                 | 95%                             | 97%                             |
| Employability Skills                 |                                 | 94%                             |
| Functional Skills E&M                |                                 | 92%                             |
| Functional Skills ICT                |                                 | 100%                            |
| Wider Family Learning                | 93%                             | 96%                             |
| Wider Family Learning Grant (Higher) |                                 | 100%                            |
| Wider Family Learning Grant          |                                 | 91%                             |
| Leisure                              | 95%                             | 90%                             |
| Leisure taster                       |                                 | 100%                            |
| CLT                                  | 92%                             | 96%                             |
| CLT ALDD                             | 88%                             | 92%                             |
| Family Learning (FEML)               | 94%                             | 87%                             |
| Direct Delivery Unit (Accredited)    | 87%                             | 91%                             |

### Learner Achievement: Gender

| Gender                     | Achievement (Success) 2014/2015 | Achievement (Success) 2015/2016 |
|----------------------------|---------------------------------|---------------------------------|
| Male                       | 93%                             | 93%                             |
| Female                     | 93%                             | 93%                             |
| Gaps in Achievement rates: | 0%                              | 0%                              |



**Learner Achievement: Age**

| <b>Age</b> | <b>Achievement (Success) 2015-16</b> | <b>Achievement (Success) 2014-15</b> |
|------------|--------------------------------------|--------------------------------------|
| 16-18 yrs  | 100%                                 |                                      |
| 19-29 yrs  | 93%                                  | 92%                                  |
| 30-39 yrs  | 94%                                  | 93%                                  |
| 40-49 yrs  | 93%                                  | 92%                                  |
| 50-59 yrs  | 92%                                  | 93%                                  |
| 60-69 yrs  | 92%                                  | 95%                                  |
| 70+        | 93%                                  |                                      |

**Learner Achievement: Learning Difficulty and or Disability**

| <b>LDD</b>                                | <b>Achievement (Success) 2015-16</b> | <b>Achievement (Success) 2014-15</b> |
|---|--------------------------------------|--------------------------------------|
| Has Learning Difficulty and or Disability | 94%                                  | 92%                                  |
| No Learning Difficulty and or Disability  | 94%                                  | 95%                                  |
| Gaps in success rates                     | 0%                                   | 2%                                   |



|                         |
|-------------------------|
| Local Members' Interest |
| N/A                     |

## Prosperous Staffordshire Select Committee – 3<sup>rd</sup> March 2017

### Progress on the SEND Reforms

#### Recommendations

1. That the Select Committee receives a further update on the progress and impact of the SEND Reforms in Staffordshire.
2. That Members scrutinise the progress to date in undertaking the transfer process.
3. That Members scrutinise the progress to date in the next phase of SEND transformation.

#### 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 further updated on the Local Authority's progress in implementing its duties brought about by the Children and Families Act 2014. The Select Committee is being asked to review the report and comment as appropriate so that the committee can continue its overview and scrutiny.

#### Report

#### Background

5. On 1 September 2014, the special educational needs and disability reforms came into effect as part of the Children and Families Act 2014 and set out significant changes to the way in which children and young people with SEND are supported. These included:
  - a. The introduction of an Education, Health and Care Plan (EHCP) for 0-25 year olds to replace Statements of Special Educational Needs and a duty to transfer where appropriate Learning Difficulty Assessments to EHCPs by March 2017 and Statements to EHCPs by March 2018.
  - b. The publication of a 'Local Offer' setting out in one place information about provision local authorities expect to be available across education, health and social care for children and young people in their area who have SEN or are disabled.

- c. The introduction of joint commissioning arrangements to ensure integration between education, social care and health to enable partners to make best use of all the resources available in an area to improve outcomes for children and young people with SEND in the most efficient, effective, equitable and sustainable way.
- d. The introduction of Personal Budgets for young people and parents of children with Education, Health and Care Plans enabling them to have greater choice and control over SEND support.

## **EHC Plans**

- 6. In September 2014, in accordance with the legislation, Staffordshire Council introduced a new person centred EHC assessment pathway and redesigned the SEND team to deliver this. Staffordshire Council now maintains 1792 Education, Health and Care Plans.
- 7. During the first two full academic years of operation, the number of new EHC assessments conducted increased from 306 in the 14/15 academic year to 546 in the 15/16 academic year. 149 assessments have been agreed so far in the current 16/17 academic year.
- 8. The number of requests for assessments has also continued to rise. Between 1 September 2014 and 31 August 2015 the Authority received 614 requests for an EHC needs assessment compared to 909 requests between 1 September 2015 and 31 August 2016. The number of requests for EHC assessments remains high. Since the start of the current academic year 357 new requests have been received.
- 9. Staffordshire's current performance on completion of EHC assessments within the statutory 20 week timescale remains relatively high at 84.46%. Of the new plans made in 2015, 90% of Staffordshire's EHCPs were issued within the 20 week time limit. At that time, this compared to 59.2% nationally and 51.8% regionally. Benchmarking data for 2016 is not yet published however informal intelligence received via regional workshops and visits from the DfE SEND Regional Advisor suggests that Staffordshire's 84.46% performance in meeting the statutory timescales remains good.
- 10. A small number of parents have disagreed decisions made in relation to their child's Education, Health and Care needs assessments or EHC Plans. In these cases, parents have the right to appeal to a special educational needs tribunal. The number of tribunal appeals in Staffordshire has increased as shown in the table below.

### Number of Tribunal Appeals Registered in Staffordshire

|                      | Number of appeals | Percentage of appeals per statements/EHCP's maintained |
|----------------------|-------------------|--|
| Academic Year 14/15  | 53                | 1.36%  |
| Academic Year 15/16  | 62                | 1.70%  |
| Academic Year 16/17* | 43*               | 1.26%*   |

\*denotes part year. This figure is likely to increase

11. Tribunal rates are measured by the number of appeals registered per 10,000 of the school population. In the academic year 13/14, Staffordshire's Tribunal rate was slightly lower than the national average and marginally higher than the regional average. In the academic year 14/15, Staffordshire's Tribunal rate was higher than both the national and regional averages but the actual rate in Staffordshire has remained relatively constant. In the 15/16 academic year, in line with both regional and national averages, Staffordshire's Tribunal rate increased however it remains higher than the regional and national average as shown below:

### Appeals Registered per Local Authority per 10,000 of the School Population

|               | 13/14 | 14/15 | 15/16 |
|---------------|-------|-------|-------|
| Staffordshire | 4.5   | 4.6   | 5.83  |
| West Midlands | 4.4   | 4.0   | 4.60  |
| England       | 4.9   | 3.7   | 4.34  |

12. The Children and Families Act 2014 introduced new arrangements for mediation and disagreement resolution with a clear distinction between the two areas. Disagreement resolution arrangements are designed to resolve disagreements about the performance of duties, SEN provision, disagreements over health and social care provision and disagreements between health and local authority commissioners. In Staffordshire, the uptake of disagreement resolution is very low. Mediation arrangements are specifically linked to decisions about EHC needs assessments and plans. In Staffordshire, mediation referrals initially increased but now seem to have levelled. In the academic year 14/15, 9 referrals were made resulting in 3 mediation hearings. This compares to 102 referrals in the following 15/16 academic year resulting in 32 mediation hearings and during the current 16/17 academic year, there have been 48 referrals and 17 hearings.

### **Progress of Transfers**

13. The Local Authority is required where appropriate to transfer statements of special educational needs and learning difficulty assessments (LDAs) in to Education, Health and Care plans. In September 2014, there were approximately 3,500

statements and a further 150 Learning Difficulty Assessments to be transferred. In line with requirements, a transfer plan has been produced and updated which takes into account Government priorities for transfer groups. To date 1058 transfers have been completed which is a significant increase on the number previously reported (432)

14. It should be noted that during the first year, the number of completed transfers fell well below the expected levels as published in the transfer plan. This was largely due to delays in staff recruitment. The figures current academic year show that a total of 28% of transfers have now been completed. Whilst this means that Staffordshire is behind schedule, plans have been put in place to address this and considerable additional resourcing has been made available from the SEND Reform Grant. Progress towards meeting the statutory deadlines is being monitored by the Cabinet Member, the Deputy Chief Executive, Senior Managers, the Head of the SEND Assessment Service and the Transfer Manager and is a priority within the SEND Assessment and Planning Team.
15. The deadline for converting Learning Difficulty Assessments (LDA's) to Education Health and Care Plans has recently been extended from 31 December 2016 to 31 March 2017. In November 2016, it was reported that there were 44 learners ages 19+ with Learning Difficulty Assessments still awaiting transfers. Of these 22 have now been completed. The remaining 22 EHC plans have been drafted and are in the process of being finalised. If these have been prioritised it is expected that these will be completed by 31 March 2017.
16. There is a requirement each year to complete phase transfers (moving between key phases of education for example year 6 to year 7) by 15 February in the year of transfer. In February 2016, only 136 of the 284 phase transfers were completed on time. This year, the Transfer team is on target to complete all a phase transfers on time (subject to extension requests by parents)

## **Local Offer**

17. Local authorities are required to publish a Local Offer, setting out in one place information about provision they expect to be available across education, health and social care for children and young people in their area who have SEN or are disabled, including those who do not have Education, Health and Care (EHC) plans. The Local Offer has two key purposes: To provide clear, comprehensive, accessible and up-to-date information about the available provision and how to access it, and to make provision more responsive to local needs and aspirations by directly involving disabled children and those with SEN and their parents, and disabled young people and those with SEN, and service providers in its development and review
18. The Staffordshire Local Offer went live on 1<sup>st</sup> September and was initially sited 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 met minimum statutory compliance. Following feedback, the local offer has now been reviewed

and transferred to a new platform, “Open Objects” This was launched in September 2016.

### **Joint commissioning**

19. There is a requirement for joint commissioning arrangements to cover the services for 0 – 25 year old children and young people with SEN or disabilities, both with and without EHC plans. A joint commissioning group was initially set up in Staffordshire 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. Operationally there have been some excellent examples of organisations working together to meet the needs of children and young people with SEND. The Joint Commissioning Strategy has been drafted and governance of joint commissioning arrangements are now overseen by the SEND Partnership Board.

### **Personal budgets**

20. A personal budget is an amount of money identified by the local authority to deliver provision set out in an EHC plan where the parent or young person is involved in securing that provision. Personal budgets are optional for the child’s parent or the young person but local authorities are under a duty to prepare a budget when requested. Local authorities must provide information about organisations that may be able to provide advice and assistance to help parents and young people to make informed decisions about personal budgets. There has been a small increase in the uptake of personal budgets rising from 1 to 3 which is in line with the national picture.

### **Transformation**

21. **Starting from Wednesday 1st March 2017** a core group of professionals within the SEND system in Staffordshire will identify and study the SEND system from the perspective of the service user, with a view to making an evidenced based judgement on which aspects of the system can and should be re-designed to improve the outcomes for the children and young people in Staffordshire.
22. **This work will be undertaken on a place based approach focussing on South Staffordshire** initially as a geography to study and be expected to last for up to 6 weeks (elapsed time)
23. **It is planned that the core group will be based geographically in South Staffordshire in a single location** as base of operation. What the group learns from studying points of demand and initial case studies from the system will define the questions that the group needs to answer to understand the system and the settings they need to visit to gain that understanding. In order to minimise disruption to settings, where possible we will try and plan in advance any visits. The purpose of this approach is to understand how effective the system is and why – not to judge the performance of individual people, settings or organisations.

## **Link to Staffordshire County Councils Strategic Objectives**

24. 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.
25. In terms of **pro sperity**, the Children's and Families Act, endeavours 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.
26. 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.
27. 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 2<sup>nd</sup> 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](mailto: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 – 3<sup>rd</sup> March 2017**

### **Making the Most of our Universities – Working in Partnership for Economic Growth**

#### **Recommendation**

1. The Select Committee is recommended to consider, discuss and comment upon the proposed policy recommendations contained within the report, prior to their adoption by the County Council. In summary, the recommendations are that Staffordshire County Council (SCC):
  - a. engages with universities in line with the policy position set out in this paper;
  - b. ensures that all activity contributes to the key priority of delivering more high value, high productivity jobs within the area and ensuring that our residents are equipped with the skills required by future growth industries;
  - c. sets out, in writing a clear plan for each local university recognising the individual strengths and contribution of each institution (as set out in the report) and providing clear details regarding proposed action and accountability;
  - d. engages in regular, high level strategic dialogue to ensure the delivery of outcomes;
  - e. works with any university that can benefit the communities and businesses of Staffordshire; and
  - f. considers the potential role of FE Colleges in relation to specific work with universities and whether to develop a similar policy maximise the value of our relationships with the FE sector.

**Report of Cllr Ben Adams, Cabinet Member for Learning and Skills and Cllr Mark Winnington, Cabinet Member for Economic Growth**

#### **Summary**

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

2. The County Council is committed to ensuring that the Staffordshire economy continues to grow and that everyone has access to a good job with good prospects. To deliver this commitment it is critical that Staffordshire residents are equipped with the skills local employers need now and in the future and that it is easy for businesses to start up, innovate and expand.
3. SCC has recognised that universities are an essential partner in delivering both these goals, particularly in relation to the higher level skills our area needs and in relation to supporting innovative business growth. Historically, the County Council has worked effectively with local universities, albeit on an ad hoc basis, to deliver

individual projects and activities, many of which have had a positive impact on economic growth. Recently the County Council has started to develop a more focussed approach to working with Keele University through the Keele Deal and with Staffordshire University and Wolverhampton University through improved relationships. Given the extensive potential of universities to the economic growth agenda it is essential that the County Council derives maximum benefit is from its interactions with all universities. The County Council cannot develop ad hoc relationships with universities, it must have a clear policy for engaging with the Higher Education (HE) Sector (set out in this paper) and for each local university a clear plan for how they will contribute to the area's economic growth agenda.

4. As such, this paper sets out: the role universities can play in driving economic growth with reference to the national context and local partnership landscape; a proposed policy position in relation to the County Council's collaboration with the Higher Education sector; and suggested actions as to how to implement this. This paper has previously been discussed, amended and agreed by Senior Leadership Team and Cabinet Members. If agreed, this policy will guide the County Council's interactions and relationships with the sector to ensure we are targeting resources effectively and getting the most benefit for Staffordshire residents and businesses. The Select Committee is being asked to consider, discuss and comment upon this policy position and proposed actions as part of its remit in assisting the Cabinet to develop policy.

## **Report**

### **Local Context**

5. Staffordshire County Council has already recognised that universities are an essential partner in delivering economic growth. Recently the County Council has started to develop a more focussed approach to working with both Keele and Wolverhampton Universities.
6. The recently completed 'Keele Deal' captures current collaboration and sets out clear priorities for future joint working. The Deal presents a plan for investment by the University and partners, to deliver innovation-led economic growth, identifying shared priorities and setting out detail of both the University's and other partners' specific commitments in order to deliver them.
7. Staffordshire University have recently appointed a new Leadership Team including a new Vice Chancellor. Staffordshire County Council are developing a new relationship with the University following the movement of the Beaconside Campus to Stoke-on-Trent. Staffordshire University still have a presence in Stafford and play a key role in growing the local economy.
8. Wolverhampton University have recently established an operational presence in Stafford. The County Council and Wolverhampton University have begun meeting regularly to identify opportunities for joint working and have agreed to develop a more formal agreement articulating the purpose of the relationship and providing clarity regarding the commitments being made by each partner.

9. This policy paper reflects the learning from these developing relationships and combines it with emerging national research to set a clear approach for making the most of our universities.

## **National Context**

10. The role of universities in supporting economic growth is increasingly being recognised and proactively supported at a national level. In the recently published Green Paper 'Building our Industrial Strategy', it is clear that universities are going to have a key role to play in delivering the current government's aspiration for a stronger economy, where wealth and opportunity are spread across the country and not just in the prosperous South East. The Green Paper identifies ten pillars which help to drive economic growth, and which the government will support, and universities will have a critical role to play in a number of them, in particular:
  - a. supporting the UK to become a more innovative economy, commercialising out world leading science base to drive growth;
  - b. developing skills, particularly technical skills;
  - c. supporting businesses to start and grow; and
  - d. cultivating world leading sectors.
11. The Green Paper represents the current Government's early thinking, however, the potential role of universities in supporting economic growth has been identified and highlighted for some time. In 2013 the Local Government Information Unit and UK Universities produced "Higher education institutions and local authorities: collaborating for growth" which summarised the many ways in which universities have the potential to support economic development. This document itself drew on high profile sources including the No Stone Unturned 'Heseltine Review' and Professor Sir Tony Wilson's "A Review of Business-University Collaboration." Although elements of this paper are, inevitably, somewhat out of date now the 'opportunities to drive growth' it identifies remain relevant:
  - a. Delivering skilled employees to meet business demand
  - b. Developing knowledge and commercialising innovation
  - c. Making the best use of public assets across an economic sub-region (e.g. utilising space / developing dis-used land / joint investment with the private sector to provide office and living space)
  - d. Long term financial gain of attracting students to an area.
12. In the same year the government commissioned Sir Andrew Witty to undertake a wide ranging review of universities and growth, to which they published their response in March 2014. Although, ultimately, it largely focussed on the role of universities in supporting and delivering innovation (as opposed to the wider role outlined above) it has been a key driver of government policy since its publication.
13. In summary, the report was ardent in its message that universities have a critical role to play in supporting economic growth and that they should be supported both financially and structurally by government in pursuit of this 'third mission'. The report delivered a strong message regarding the importance of identifying and focussing on regional / local comparative advantage, and of linking up universities

with local businesses and other partners, with universities taking an active role in Local Enterprise Partnerships (LEPS).<sup>1</sup> The role of universities in supporting small and medium sized enterprises (SMEs), particularly those with the potential for innovation, to prosper and grow was also particularly highlighted – both in terms of its potential impact and the fact it was an area in which universities could improve their performance.

14. In April 2015 and March 2016 the Local Government Information Unit published papers regarding ‘making the most of your universities’. The first of these builds on the studies above and provides an expanded insight into the impact of universities in an area, highlighting their roles as:
  - a. a major business in their own right (often a larger employer than any private sector business within an area);
  - b. educators – not only in HE, but also outreach work with schools and some workforce and adult education;
  - c. a researcher – attracting public and business research funding;
  - d. an international asset – providing a strong component of the international brand and reputation of a place;
  - e. a leisure and culture provider – with recent examples of universities adopting local theatres and museums in light of local government financial pressures; • an investor in their own right in the character of a place;
  - f. a promoter of enterprise and innovation – providing business access to their knowledge and expertise; and
  - g. a social partner and good neighbour (running transport services that are also open to the public or running student volunteer programmes).
15. This paper also reflects the fact that these benefits are not without cost to an area – with universities placing pressure on transport and transport infrastructure; and on housing markets and other public services.
16. The paper argues that there is much to be gained in putting real effort and energy in to the strategic partnership relationship; it recommends that LA’s need to:
  - a. understand the current impact of the university(ies) on the local, civic and sub-regional geography, which may be enhanced through periodic evidence-based impact studies;
  - b. understand the ambitions and challenges of local HEIs, and how they can help shape and contribute to local vision, goals and priorities;
  - c. engage in regular, high level dialogue with university leadership and senior teams on planning and managing the contribution and mitigating the costs of university growth / development; and
  - d. consider the formal role(s) of universities in local leadership and decision-taking – and also as a potential preferred research partner and resource for the major societal pressures facing an area and the LA.

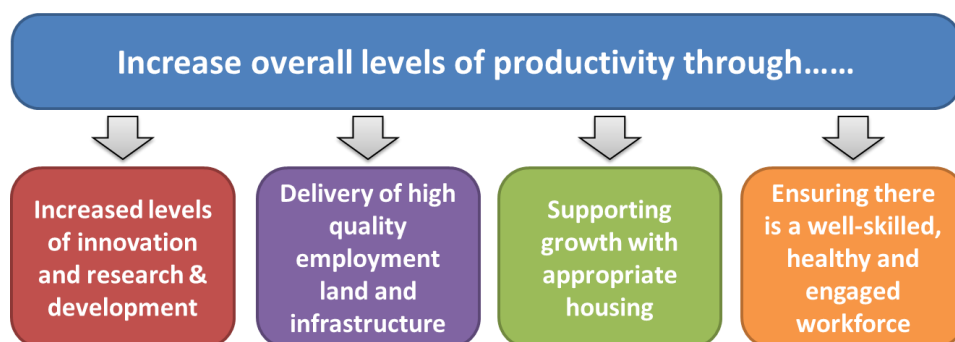
---

<sup>1</sup> LEPs are local partnerships, led by the private sector tasked with leading on economic growth within a region. SCC is a member of the Stoke-on-Trent and Staffordshire LEP (SSLEP), with which our local universities are actively engaged.

17. The second, more recent, paper builds on this analysis with reference to the significant changes in the wider policy context since 2015 – specifically:
  - a. changes to the way universities are funded and regulated;
  - b. changes to funding for research;
  - c. the potential impact and opportunities inherent in devolution; and
  - d. Brexit and the subsequent change in national leadership.
18. The central point remains the same, however, that universities have a potentially significant role to play in ensuring economic growth within their local area. However, the changing context brings both opportunities and threats, and areas with established strategic relationships will be best placed to respond to those.

### Local Landscape

19. In the last year SCC, in partnership with our local District and Borough Council's, has undertaken considerable work assessing the local economy, understanding its strengths and weaknesses and determining which areas it should focus on in order to deliver the best outcomes for Staffordshire's residents. This work will feed into the Stoke-on-Trent and Staffordshire Local Enterprise Partnership (SSLEP) strategy refresh in early 2017.
20. Following a period of substantial and sustained growth in the number of jobs in the area, resulting in the lowest number of residents claiming Jobseeker's Allowance on record, attention is now focussed on how we can create more high value, high productivity jobs within the area and on how we can equip residents with the skills required by our future growth industries. This local focus is in keeping with the government's wider, national goal, of increasing productivity, not just employment rates, as set out in the recent Green Paper. Meeting this challenge will require us to address a number of key challenges.



21. These ambitions clearly align very closely with the role universities have to play in local economies and it seems evident that we must pursue productive partnerships with universities if we are going to deliver economic growth in the region.
22. However, SCC's current engagement with universities locally presents a complex picture. SCC's primary relationships are with what can loosely be described as the three 'local' universities – Keele, Staffordshire and Wolverhampton. In some instances SCC has worked directly with these universities on individual projects

(or groups of projects), while in others SCC and one or more of these institutions are members of wider partnerships. The complexity of the funding landscape for projects relating to economic growth generally, and particularly in relation to innovation, research and development adds a further dimension. The wider regional picture provides another consideration, with initiatives such as the Midlands Engine engaged in the skills and innovation agenda particularly, and universities themselves seeking new regional collaborations (e.g. the M6 universities).<sup>2</sup> Set out below is a very brief summary of our current partnership working with our three local universities.

## **Keele University**

23. Keele University's main campus is based in Newcastle-under-Lyme, in the north of Staffordshire and it is Stoke-on-Trent and Staffordshire's 'research-led' university (as established by the 2014 independent Research Excellence Framework (REF) assessment). Keele University is responsible locally for the vast majority of: research that is rated as internationally or world-leading; funding allocated by the REF assessment; and external research income from the public and private sector. As such, Keele is a key partner for SCC in delivering increased levels of innovation and research, but also, in the delivery of employment land with a specific focus on innovation driven businesses and our joint working with them should reflect this.
24. At the core of SCC's current partnership working with Keele is our investment in elements of the Keele University Science and Business Park (KUSBP), most recently in Incubator 5 (IC5) on the Phase 3 development of the site. The site, which lies adjacent to the University, was established in the mid 1980's and the first four 'innovation centres' provided around 150,000 square foot of modern commercial mixed use development.. IC5 was completed and opened for business on 1 August 2016. The 29,000 square foot facility has been created to provide larger premises to house expanding high technology and professional services companies, it is expected that it will fully occupied within 12-15 months.
25. The site has been specifically aimed at the high-tech and professional services sectors, with a particularly strong niche having developed within high value medical technology industries. Evidence suggests that the site has been successful in generating high value-high skilled jobs, filled almost exclusively by local residents.<sup>3</sup> There is potential for further development at the site and SCC has recently committed to further investment in Innovation Centre 6 (IC6), which was considered by this Committee at the meeting 15 December 2016. This clearly aligns with our ambitions around innovation and business growth.
26. Keele University is also a key partner (along with Stoke-on-Trent City Council, and the SSLEP) in the Stoke-on-Trent and Staffordshire City Deal – a significant funding agreement with government in support of economic growth. As part of the

---

<sup>2</sup> A partnership between the Midlands research universities– the Universities of Aston, Birmingham, Leicester, Loughborough, Nottingham and Warwick. It has attracted significant funding to deliver an Energy Research Accelerator.

<sup>3</sup> An economic evaluation of key employment sites developed and supported by Staffordshire County Council, March 2015, pp 33-142

City Deal the university secured a £5m capital grant from government to build a Smart Energy Network to deliver a world class demonstrator facility for smart energy research and development, enabling the testing and evaluation of new and evolving energy technologies, and provide the opportunity to assess their efficiencies, both individually and combined, in terms of energy reduction, cost and CO2 emissions.

27. Keele University is represented on the SSLEP board, with which it has signed a specific joint working concordat (which includes Staffordshire University) and is working on the development of an Innovation Council (see further below).
28. The County Council and the University have recently agreed the 'Keele Deal', which captures these current collaborations and sets out clear priorities for future joint working. The Deal presents a plan for investment by the University and partners to deliver innovation-led economic growth, identifying shared priorities and setting out detail of both the University's and other partners' specific commitments in order to deliver them. A detailed summary of the [Keele Deal](#) is available on the University's website.

### **Staffordshire University**

29. Staffordshire University has key teaching and research specialisms in **computing and digital** technologies, arts and creative technologies, engineering, sciences, health, business and law. In keeping with its history the University is 'vocationally inspired' and has a particular focus on delivering higher level vocational learning. The university currently delivers its primary offer from its campus in Stoke-on-Trent, with further delivery from locations around the county (Blackheath Lane, Lichfield etc). Although the University moved its Beaconside Campus to its Stoke City Campus, it remains a key provider of skills for the region.<sup>4</sup>
30. Staffordshire University is also actively engaged in partnership working with SSLEP and Keele University. In partnership with Keele and the wider private sector, it has been working to develop an Innovation Council focused on realising innovation-driven, sustainable economic growth via exploitation of the existing innovation assets and future potential of Stoke-on-Trent and Staffordshire. It has also signed up to a concordat on joint working with Keele and SSLEP which outlines a programme of collaboration around student, social and graduate enterprise, provision of incubation and grow on space for new companies, and support for the LEP in developing investment proposals for new funds to support economic growth via research and development. The concordat also maps each of the universities areas of unique expertise and recognises the expertise of both universities in areas including sustainability, medical technologies and the digital and creative industries.
31. Staffordshire University is also a member of the Stoke-on-Trent and Staffordshire Education Trust (see further paragraphs 26-27 below).

---

<sup>4</sup> Including in a new University Science Centre, in the development of a new Digital KILN and future plans for a National Centre for Ceramic Education and Research.

## **Wolverhampton University**

32. Since early 2014 Wolverhampton University has been actively seeking to expand its presence in Staffordshire, particularly in the southern part of the county. In August 2014 they opened a gateway advisory service in Stafford and have been considering the further development of continued professional development (CPD), and other higher-level, part time, professional courses within Stafford as well as exploring the opportunities for engagement in the wider education marketplace.
33. Wolverhampton is developing its relationship with SSLEP and is a member of the Stoke-on-Trent and Staffordshire Education Trust

## **The Stoke-on-Trent and Staffordshire Education Trust**

34. Perhaps the most obvious of ways in which universities make a direct contribution to economic growth is through their fundamental role as education providers, teaching individuals the skills and knowledge required to find employment, which in turn enables businesses to survive and grow. However, while universities may have a number of reasons for offering the nature, number and types of courses that they do (demand / history / research strengths), at the heart of SCC strategy on skills is ensuring that local residents are equipped with the 'right' skills – i.e. those which will: enable them to find employment within the region and which will support our local businesses to thrive.
35. As such, the Stoke-on-Trent and Staffordshire Education Trust has been set up (as a sub-group of the SSLEP) with the core purpose of ensuring that skills provision, as far as possible, matches business need. SCC, Staffordshire and Wolverhampton Universities are all members of the Education Trust, while Keele is engaged in its work through their place on the SSLEP Board.

## **Wider Landscape**

36. This report has focussed on SCC's relationships with our 'local' universities, not least because these are the institutions which have the greatest local impact and with whom we already have established relationships and ongoing projects.
37. However, universities are national (indeed global) institutions. In terms of skills, many Staffordshire residents will already be seeking their education far beyond the county's borders, while in relation to innovation, partnerships are increasingly being built based on areas of expertise and specialism rather than geography. For example, SCC is working with Harper Adams, Aston, Reaseheath (College) and Chester Universities on applications for funding which will significantly increase the institutional capacity, technical expertise and support to businesses in the agri-tech sector across the Stoke on Trent and Staffordshire and partner LEP areas. It is important that, across the organisation and particularly in relation to the key sectors and industries we have identified as being central our economic growth plans, we are not only alert to, but proactively seek out opportunities for collaboration wherever they may bring benefit, regardless of geography.



38. Another aspect of the wider landscape is the linked and complementary role of the Further Education (FE) Colleges. Like universities, FE Colleges have a potentially significant role to play in an area’s economic growth, both in relation to skills delivery and as significant businesses and employers in their own right. While the national conversation in relation to the economic impact of FE Colleges may not be as well developed as that in relation to universities, there is developing evidence that they are also an important part of the picture. For example, a paper published in 2015 by a consortium of Colleges and economic modelling specialists (EMSI) posits that:
- a. Learners receive an average 11.2 per cent return on their investment in terms of higher future earnings.
  - b. Society receives an average 12.6 per cent return on its investment in terms of an expanded tax base and reduced social costs
  - c. The taxpayer receives a 12.3 per cent return on its investment in terms of returns to the exchequer.
39. The report goes onto to detail the specific and sizeable contribution of Colleges in various part of the country to their local economy. In light of this, it will be important to ensure that when developing our relationships with universities (as proposed below) SCC is mindful of when projects would be enhanced through the involvement of local colleges and there may also be benefit to developing a similar standard approach to our relationships with FE Colleges as is proposed below for Universities.<sup>5</sup>

**Making the most of Universities**

40. So, reflecting on the national evidence and the local picture, how can SCC ensure that it works effectively with universities, locally and more widely, to maximise their contribution to economic growth? With reference to our own agreed priorities, there are a number of ‘asks’ we might make of our local universities, depending on their individual strengths:<sup>6</sup>

|  |  |
|--|--|
| Develop and enhance their support to innovative SMEs, ensuring that those who would benefit from access to support, research and knowledge are enabled to do so. | <b>Increased levels of innovation and research and development</b> |
| Consider investing in physical innovation centres whereby targeted support can be provided to start-up businesses operating within the centres.                  |  |
| Work together to understand the innovation support on offer across the region to ensure consistency, maximise resources and reduce duplication.                  |  |

<sup>5</sup> The Economic Impact of Further Education Colleges, 157Group and EMSI, May 2015.  
<sup>6</sup> It should be noted that this list is not exhaustive and different or additional ‘asks’ may emerge over time and as our relationships with our local universities develop.

|  |   |
|--|---|
| Work together, and in partnership with SCC, to undertake a thorough mapping of research, innovation and research strengths across the area, so that resources can be targeted appropriately, based on local comparative advantage.   |   |
| Participate in the Science and Innovation Audit being conducted across the Midlands Engine area, and more generally in the skills and innovation work streams of the Midlands Engine to ensure that benefits for Staffordshire residents and for the universities themselves are maximised.                    |   |
| Work with SCC to identify opportunities for developing high quality employment sites, particularly where there is a case for working in partnership, for example in relation to innovation and science parks.  | <b>Delivery of high quality employment land and infrastructure</b>      |
| Work with SCC, but also the local planning authorities to ensure development planning (particularly in relation to university owned land and/or proposed campus or other expansions) is joined up and effective. Place-shaping and graduate and employee retention should be factors in this type of planning. |   |
| Work with businesses to understand their needs in terms of work place and sector specific skills, and where appropriate work collaboratively to deliver those, both at undergraduate level and in relation to work place development.  | <b>Ensuring there is a well skilled, healthy and engaged workforce.</b> |
| Consider their potential role in the delivery of the wider education offer in Staffordshire (Further Education and Schools), and work with SCC and other partners to identify and exploit opportunities to positively impact the wider education landscape.  |   |
| Work with schools and colleges on projects and programmes designed to raise aspiration amongst local young people.   |   |
| Work with SCC and other partners to develop access to higher level apprenticeships.  |   |
| Work with SCC and, in particular Make It Stoke and Staffordshire in order to be effective advocates of Staffordshire as a place for graduates to settle after University.  |   |
| Work with SCC to deliver coordinated, consistent and effective careers advice to local young people, which is well informed about the opportunities available in the local area.   |   |
| Work with SCC and other skills providers to develop and  |   |

|  |  |
|--|--|
| <p>implement education and support for potential or budding entrepreneurs, for example through a local 'Elite' programme or other cohesive offer for our local aspiring business owners.</p> |  |
| <p>Be open to, and explore, opportunities to work in partnership with SCC to deliver the local leisure and cultural offer in Staffordshire.</p>  |  |

41. Many of these 'asks' require a reciprocal 'give' from SCC. In some instances this is implicit in the notion of 'working' together, however, there are some specific 'offers' SCC can make to universities in return for their support in delivering economic growth. In particular, SCC can recognise that these institutions are businesses in their own right and consider all the tools at its disposal to assist them achieve their business growth plans, as would be the case for any employer within the region. Specifically, these include:
- a. providing support in identifying land and property (both publically and privately owned) appropriate for any of the activities outlined above;
  - b. specifically identifying land and buildings owned by the Local Authority that could potentially be used to deliver the activities outlined above;
  - c. providing support in finding potential sources of funding for economic regeneration projects, and assisting in developing funding applications;
  - d. direct investment in specific projects, although any direct investment would be based on a business case and would need to make financial sense to SCC;
  - e. providing technical support and expertise, for example in relation to planning and infrastructure development;
  - f. facilitating relationships between universities and other key partners in economic regeneration, for example: FE Colleges, other local authorities; regional and national bodies; or local schools; and
  - g. any other support requested by universities and within the County Council's ability to provide.

**Conclusions / Recommendations for future working**

42. The case for local government / university collaboration is compelling. SCCs own assessment of the actions needed to deliver long term prosperity for the region clearly require university support for delivery.
43. There is significant alignment between our own assessed priorities for economic growth and the national view on the specific areas in which universities have a role to play. However, in order to achieve maximum benefit from our partnerships with universities is it important that activity is tightly focussed on delivering our specified priorities. Reflecting on this, it is recommended that the County Council review all current and future activity to ensure that it contributes to our key priority of delivering more high value, high productivity jobs within the area and ensuring that our residents are equipped with the skills required by our future growth industries.

44. There is already an extensive amount of collaboration ongoing; however, the partnership landscape is complex which does have the potential to lead to duplication, lack of accountability and ultimately a failure to deliver. As such, it is recommended that the County Council set out, in writing, a clear plan for each local university recognising the individual strengths and contribution of each institution and the specific economic goals of SCC , e.g. sector specialisms (e.g. digital, agri-tech, med-tech) innovation and research, or vocational skills delivery. These plans should articulate our shared ambition and priorities; and include clear details of the actions that each partner will take in pursuit of objectives, with clear lines of accountability. These should, where appropriate, capture details of any work being undertaken under the umbrella of the LEP (e.g. the Education Trust), and complement any other concordat or 'deal' documents between the universities and the LEP. These agreements should also clearly demonstrate alignment of activity to key priorities, and will draw on the suggested 'asks' set out above.
45. Agreeing on shared ambitions, priorities and actions is only the first step. It will then be important to ensure that the plans are delivered. As such, and in line with the LGiU's recommendation that local authorities and universities' 'engage in regular, high level dialogue' it is recommended that the appropriate senior officers and politicians meet frequently to maintain strategic oversight of the plans. More regular, operational, officer led meetings will provide the detailed project management.
46. This report has focussed on our relationships with our local universities, not least because these are the institutions which have the greatest local impact and with whom we already have established relationships and ongoing projects. However, universities are national (indeed global) institutions. As such, it is also recommended that SCC should be open to, and seek out, opportunities for collaboration whenever there is evidence that the work could contribute to the delivery of our ambitions – regardless of geography.
47. Furthermore, it should be noted that FE Colleges have a potentially similar and significant role to play in support of the authority achieve its local growth ambitions. As such, it is recommended that SCC ensure that consideration is given to the potential role of FE Colleges in relation to specific work with universities and that it should consider developing a similar policy to set out a framework which will enable us to maximise the value of our relationships with the FE sector.

### **Contact Officer**

**Name and Job Title:** Darryl Eyers / Lucy Sefton  
**Telephone No.:** 01785 278580 / 01785 854086  
**Address/e-mail:** [darryl.eyers@staffordshire.gov.uk](mailto:darryl.eyers@staffordshire.gov.uk)  
[/lucy.sefton@staffordshire.gov.uk](mailto:lucy.sefton@staffordshire.gov.uk)

### **Appendices/Background papers**

- [Keele Deal Summary](#)

- An economic evaluation of key employment sites developed and supported by Staffordshire County Council, Economic Development and Planning Policy team, March 2015.
- The Economic Impact of Further Education Colleges, 157Group and EMSI, May 2015.
- Higher education institutions and local authorities: collaborating for growth, the Local Government Information Unit and UK Universities, 2013
- Encouraging a British invention revolution: Sir Andrew Witty's review of universities and growth, October 2013



|                         |
|-------------------------|
| Local Members' Interest |
| N/A                     |

## Prosperous Staffordshire Select Committee – 3<sup>rd</sup> March 2017

### Progress on the Countryside Estate

#### Recommendations

1. That the Committee notes the progress to date in identifying the most viable management arrangement for each site with the Countryside Estate Review.
2. That the Committee debates the proposed approaches for involving Scrutiny, local members and local member groups in the future management arrangements for both large and small sites.
3. That the Committee approves the steps the County Council is taking in the interim to offset operating costs.

#### Report of Cllr Mark Winnington, Cabinet Member for Economic Growth

#### Summary

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

4. The Select Committee has previously been involved in and influenced the Review into the future management of the countryside estate. This report is being submitted to update the Select Committee on the progress to date, including Cabinet's decision to adopt Select Committee's recommendation (paragraph 6).
5. The processes for Scrutiny and local member involvement are described within the report and it's asked that you comment / debate on the suggested approach.

#### Report

6. At the May 2016 meeting the Committee debated and agreed the proposed approach for developing the detailed management arrangements and for selecting the most appropriate partner or partners for each countryside site. Because of the diverse nature of the sites, it was never envisaged that a single option would be suitable for managing all the countryside sites. The approach to find the best solution for each site was described in two stages: firstly, to find the best management option for each site and secondly by selecting the most appropriate partner or partners to work with on the site.
7. At the May 2016 meeting the Committee also agreed to support the Scheme of Delegation for selecting the preferred partner and management arrangements for each countryside site set out in paragraph 9.

8. In summary, the county council will need to undertake financial checks on any interested partner organisations and this would form part of any appointment and due diligence process. The county council needs to be clear when setting out the limits of what can be achieved by any organisation i.e. catering provisions at Marquis Drive at Cannock Chase Country Park which is commissioned by the county council from Entrust Support Services Ltd. Another issue is the Higher Level Stewardship Agreements which affect Cannock Chase, Apedale and Norton Bog/Anglesey Basin. Natural England must be notified of any transfer of land which would include the lease of any land and consider that the continuity of management of the land is important. Natural England will therefore be a key stakeholder in the proposals relating to the Cannock Chase, Apedale and Norton Bog/Anglesey Basin.
9. In June 2016 Cabinet agreed the following;
  - a. The proposals to redefine and reshape the management of the Countryside Estate based on the outcome of the full public consultation exercise and full Community Impact Assessment.
  - b. The broad proposals/principles around how the authority will write the specific business cases for each site.
  - c. The final decision on each site is delegated to the Cabinet Member on a site-by-site basis without the need to go back to Cabinet each time. The only exception to this is Cannock Chase Country Park and Chasewater Country Park. It was agreed that any decisions relating to these two larger parks would require Cabinet approval.

### **Progress to Date**

10. In October 2016 two information days were held. The purpose of these was to test:-
  - a. the appetite for a partnership arrangement on sites
  - b. the appetite for partner/s taking on the management of a/some/all sites
  - c. The appetite for delivering some on-site services or maintenance tasks e.g. general groundwork, mowing, fencing.
11. The information days also provided information about the next stages of the process for submitting an Expression of Interest (EOI) to take over a site/s.
12. All existing and potential partners were invited to the Information Days which provided an ideal opportunity to build relationships and give partners an opportunity to ask questions and learn more about the management activities on each site.
13. There were forty attendees to the southern information day and thirty-five in the north. All feedback was positive and there appeared to be a lot of interest, particularly in the smaller sites.



14. All attendees were offered a one-to-one meeting on the day with Ian Wykes and Emma Beaman to discuss any management proposals further. Seven of these were held in total.
15. Following the information days presentations on the review have been conducted at various parish councils and community group meetings. In addition, there have been a large amount of meetings with individuals, groups and organisations.
16. On December 2<sup>nd</sup> 2016 the EOI forms were put onto an online portal, enabling organisations to register an interest. The deadline for EOI submission is March 17<sup>th</sup> 2017.
17. On the 18<sup>th</sup> January the Cabinet Member briefed Cllr Susan Woodward both as Leader of the Opposition and as local member, on the proposals so far, particularly in regard to parking at Chasewater.

### **Next Steps**

18. After 17 March, a panel will assess EOIs, conduct detailed dialogue with interested organisations (if needed), carry out due diligence on the organisations and finally put together a business case for each site. This will then lead to a process of informing local councillors during May / June 2017.
19. The review is being aligned with the Rights of Way review. Both reviews will require a new staffing structure and working practises being in place by March 31<sup>st</sup> 2018.
20. Prosperous Staffordshire Select Committee to be provided with the opportunity to advise on the business case supporting significant change to the six large country parks prior to consideration by Cabinet or delegated decision.

### **HR Implications**

21. All staff involved, directly or indirectly, with the management of the countryside estate will be affected by the Review. This includes members of the Ranger Service, the in-house Works Unit, Visitor Centre Staff and the Environmental Specialist team. All staff are continually informed of progress and will be consulted upon during the consultation phase of the process.

### **MTFS**

22. The Review aims to deliver MTFS savings of £50,000 in 2017/18 rising to £250,000 by 2020/21 and an additional £100,000 in 2020/21. Future savings will be made once the new management arrangements plans are in place, but it is not known yet what these will be. The point of this next stage in the Review is to find the best management arrangement for each site which, in turn, will determine how much is saved.

## **Steps taken in the interim to offset operating costs**

23. In the interim steps are being taken to ensure MTFs savings are made. These include freezing posts whilst the review is being carried out and ensuring value for money on all essential purchases
24. Additional sources of income are also being explored. For example, introducing car parking charges on the larger sites and increasing the current event charges across all the Country Parks. In the Cabinet meeting 17 June 2015 it was agreed that:
  - a. Current charges are maintained at the existing levels. Existing experience would suggest that a reasonable level of compliance would be achieved at these rates and it is unlikely to encourage displacement parking or deter those on lower incomes
  - b. An annual season ticket was in place at £22 pa (equivalent of 6p a day) not to penalise regular users such as dog walkers. Holders of blue badges would be exempt. Most local authorities charge for car parking on their countryside estate and generally current rates are on a par or lower than rates charged elsewhere.
  - c. The charging policy would be reviewed periodically and, if required, amended subject to approval from the Cabinet Member. Fees and charges are reviewed annually as part of the budget setting process.
25. In relation to paragraph 20 car parking charges are currently being investigated and a business case being produced at Chasewater and Marquis Drive. It is envisaged that Chasewater would be installed before Marquis Drive. Due to the proximity of the Special Area of Conservation (SAC) to Marquis Drive a Habitat Regulation's assessment is required to ensure the car parking will not have a negative impact on the SAC. Aligned with this is the production of a carpark strategy with all land owners in and around Cannock Chase. This will allow us to determine the best possible outcome for car parking going forward with minimal impact on the SAC. It is envisaged that the Car Parking Strategy work will commence by a consultant in April 2017.

**Link to Other Overview and Scrutiny Activity** – Previous consideration by Select Committee on May 2016

**Community Impact** – A full CIA has been produced and is included in the background papers.

### **Contact Officer**

**Report Commissioner:** Ian Wykes  
**Job Title:** Commissioner for the Rural County  
**Telephone No:** 01785 277295  
**Email:** [ian.wykes@staffordshire.gov.uk](mailto:ian.wykes@staffordshire.gov.uk)

### **Appendices**

Community Impact Assessment

## **Appendix A – Timeline**

### **Background papers:**

- Car Parking Strategy – Cabinet Report – 17<sup>th</sup> June 2015:  
<http://moderngov.staffordshire.gov.uk/ieListDocuments.aspx?CId=123&MId=5528&Ver=4>
- Countryside Estate Review Part Two – Prosperous Staffordshire Select Committee Report – 24<sup>th</sup> May 2016:  
<http://moderngov.staffordshire.gov.uk/ieListDocuments.aspx?CId=868&MId=6583&Ver=4>



**Leading for Better Outcomes  
Community Impact Assessment  
Countryside Estate Review**

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

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

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

See guidance note and frequently asked questions for further information.

|   |
|---|
| <p><b>Name of proposal:</b></p> <ul style="list-style-type: none"> <li>• Countryside Estate Review</li> </ul>   |
| <p><b>State here which of the County Council priorities the proposal will deliver against:</b></p> <p>The Review will contribute to the County Council's vision to create a Connected Staffordshire where everyone has the opportunity to prosper, be healthy and happy. It seeks to deliver against the three priority outcomes of enabling SCC residents to:</p> <ol style="list-style-type: none"> <li>1. access more good jobs and feel the benefits of economic growth;</li> <li>2. be healthier and more independent;</li> <li>3. feel safer, happier and more supported in and by their community.</li> </ol> <p>The Review has also agreed the following set of core objectives which reflect the county council's desire to change how it works with and on behalf of Staffordshire's people, make a difference to their lives and ensures that the service runs well:</p> <ol style="list-style-type: none"> <li>1. To maintain and improve the condition and usability of the country parks;</li> <li>2. To reduce the cost of delivering the Service;</li> <li>3. To involve communities in decisions and delivery of the country parks;</li> <li>4. To improve customer satisfaction in Staffordshire County Council and to enhance its reputation.</li> </ol> |
| <p><b>Review lead: (s)</b></p> <ul style="list-style-type: none"> <li>• Ian Wykes: Commissioner for the Rural County</li> <li>• Emma Beaman: Countryside Manager</li> </ul>   |
| <p><b>Names of other officers involved:</b></p> <p>The Project Team is made up of a range of officers both from Rural County and</p>  |

from specialist support services. The core team includes the Rural Access Manager, two Head Rangers, the Countryside Works Unit Manager and the Environmental Advice Manager, and is supported by officers from Public Health, the Legal services Unit, HR, OD, Finance, Procurement, Community Consultation and Customer insight.

**Date: 3 February 2017**

### **Executive summary of the assessment**

This Review has been driven by a strong desire to secure a more sustainable future for the countryside estate and also deliver better outcomes for people at a time when the Service is facing many challenges such as funding pressures and growing public demand and expectation.

Many other landowning bodies face similar challenges and the Review aims to capitalise on the growing interest for partnership working, pooling resources or developing innovative arrangements to deliver efficiencies and economies of scale.

The Review of 18 of the 21 individual sites began by an initial engagement exercise with critical stakeholders to refine a broad list of potential options for managing the Estate. Part of this initial engagement was also to gauge in-principle interest for partnership working in the future. In addition to this initial engagement process, a benchmarking exercise has also been undertaken with other local authorities undertaking similar reviews.

Further customer and stakeholder insight was still required to make sure that any future management arrangements will meet the needs and expectations of Staffordshire's residents and visitors. At their meeting on 21 October 2015 Cabinet agreed a 12 week consultation from 2 November 2015 on four potential options:

A: Maintain council ownership and seek opportunities to increase income from existing sites by working with volunteers, community, third sector and private parties.

B: Transfer management on a site-by-site basis to local community or voluntary sector groups such as parish councils.

C: Establish a partnership of landowners to manage all green spaces in a particular area.

D: Establish a not for profit trading company to run and develop parts of the estate.

A consultation plan was subsequently developed and agencies working with protected groups were asked to promote the consultation to secure an inclusive response and as part of delivering our Public Sector Equality Duty.

A summary analytical report of the consultation findings has been produced by the Insight, Planning and Performance Team and these findings will be reported to Cabinet for consideration in any final decisions.

In June 2016 Cabinet agreed the following;

- a. The proposals to redefine and reshape the management of the Countryside

Estate based on the outcome of the full public consultation exercise and full Community Impact Assessment.

- b. The broad proposals/principles around how the authority will write the specific business cases for each site.
- c. The final decision on each site is delegated to the Cabinet Member on a site-by-site basis without the need to go back to Cabinet each time. The only exception to this is Cannock Chase Country Park and Chasewater Country Park. It was agreed that any decisions relating to these two larger parks would require Cabinet approval.

The review will be a major undertaking and is likely to take some time to complete because of the number of sites involved and the need to engage with a wide range of stakeholders and local communities to achieve the best result for each individual site. A Community Impact Assessment will be completed for each individual site where significant changes to the management arrangements are proposed. This will ensure that any decisions made on the future management of sites are clearly informed and, where appropriate, action is taken to mitigate any negative impacts.

On December 2<sup>nd</sup> 2016 the EOI forms were put onto an online portal, enabling organisations to register an interest. The deadline for EOI submission is March 17<sup>th</sup> 2017.

**Signature**

## **Preparing the Executive Summary**

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

1.1 The countryside estate is a popular and well-used resource. However, on some sites increasing visitor numbers, growing public expectation and the demand for a wider range of recreational opportunities is putting pressure on the sites and the Service managing them. While this rising demand is positive, it leads to increasing costs to maintain the estate, which is unsustainable in the future. Without a sustainable funding model, there is a danger that the sites, and their use, could deteriorate, thereby impacting on the health, social and economic outcomes that they contribute to.

1.2 Many other landowning bodies face similar challenges and there is a growing interest in the potential for partnership working, pooling resources or developing innovative arrangements to deliver efficiencies and economies of scale. Local communities and volunteers have always been closely involved with the management of the Estate and this local interest is increasing with 'Friends of' Groups developing and some parish councils taking an increasing role in managing their local sites. There has also been some interest from the private sector; for example the maintenance of the countryside estate was included in scope for Infrastructure +.

1.3 Given the growing appetite among partners and communities to be more engaged, the main aim of the Review is to find the most sustainable way to manage the countryside estate and maximise its contribution to the economic and social wellbeing of Staffordshire’s residents and beyond.

1.4 The Review’s core objectives are to

- Maintain and improve the condition and usability of the country parks;
- Reduce the cost of delivering the Service;
- Involve communities in decisions and delivery of the country parks;
- Improve customer satisfaction in Staffordshire County Council and enhance its reputation.

1.5 A set of **Critical Success Factors (CSFs)** have been developed which outline the key things the Review must deliver. These CSFs have formed the basis for evaluating the potential Strategic Options for the future management of the Estate to date and will continue to form the basis for evaluating any future arrangements going forward.

1.6 The CSFs and their sub-factors are:

|  |     |
|--|-----|
| Increased value and prosperity for Staffordshire through a positive impact on local communities and wildlife   | 30% |
| <ul style="list-style-type: none"> <li>• Contribute to people’s quality of life by realising the health, social and economic benefits associated with the countryside estate.</li> </ul> |     |
| <ul style="list-style-type: none"> <li>• Conserve and enhance the biodiversity, heritage and landscape value of the countryside estate.</li> </ul>                                       |     |
| <ul style="list-style-type: none"> <li>• Potential to maintain and develop the range of volunteering opportunities and number of volunteers.</li> </ul>                                  |     |
| A customer focussed service which enhances customer satisfaction and people’s experience of the countryside  | 20% |
| <ul style="list-style-type: none"> <li>• Ensure an appropriate level of quality as defined by customers.</li> </ul>  |     |
| <ul style="list-style-type: none"> <li>• Service accessible to all.</li> </ul>   |     |
| <ul style="list-style-type: none"> <li>• Improve the quality of communication and engagement with customers.</li> </ul>  |     |
| Financially sustainable and resilient services   | 40% |
| <ul style="list-style-type: none"> <li>• Affordable to implement and run</li> </ul>  |     |
| <ul style="list-style-type: none"> <li>• Sustainable and efficient going forward, able to attract investment and demonstrate value for money</li> </ul>                                  |     |
| <ul style="list-style-type: none"> <li>• Ability to manage future financial pressures</li> </ul>   |     |
| The flexibility to meet changing future demands through innovation and development   | 10% |
| <ul style="list-style-type: none"> <li>• Provide flexibility to meet changes in visitor demand and environmental pressures.</li> </ul>   |     |
| <ul style="list-style-type: none"> <li>• Deployment of appropriately skilled people for management and development of sites.</li> </ul>  |     |



1.5 The Review began with a broad list of potential options for managing the estate being developed by the Project Team for initial engagement with a range of critical stakeholders. These stakeholders included landowning organisations (e.g. Staffordshire Wildlife Trust, National Trust, etc.), parish councils with a site in their area, tenants, user groups, bodies with a key interest (Joint Local Access Forum, AONB Partnership), staff involved in managing the estate and Prosperous Staffordshire Select Committee Members. The purpose of this engagement was to gain initial views on the ten options, to test their viability and consider how they might apply to the sites. The opportunity was also taken to gauge in-principle interest for partnership working in the future.

1.6 In addition to this initial engagement process, a benchmarking exercise was also undertaken with other local authorities undertaking similar reviews. The purpose was to identify any lessons learned and to look for examples of successful models that are working elsewhere.

1.7 Following feedback and analysis from the early engagement exercise, a number of options were discounted. At their meeting on 21 October 2015 Cabinet agreed a 12 week full consultation from 2 November 2015 until 24 January 2016 on four potential options:

A: Maintain council ownership and seek opportunities to increase income from existing sites by working with volunteers, community, third sector and private parties.

B: Transfer management on a site-by-site basis to local community or voluntary sector groups such as parish councils.

C: Establish a partnership of landowners to manage all green spaces in a particular area.

D: Establish a not for profit trading company to run and develop parts of the estate.

1.8 Following Cabinet's decision a consultation plan was developed and implemented which included online and paper surveys, emails to existing community groups and stakeholders, drop in sessions, establishment of a dedicated Inbox for emails etc. face to face briefings, social media and a dedicated website. Specific people or organisations working with protected groups were asked to promote the consultation amongst their networks to ensure inclusivity of response. These organisations included Staffordshire Buddies, VAST, Outdoor Education Centre Managers and groups representing young people.

1.9 A summary analytical report of the consultation findings has been produced by the Insight, Planning and Performance Team. The conclusions from these findings have been incorporated into the tables below.

1.10 In June 2016 Cabinet agreed the following:

- d. The proposals to redefine and reshape the management of the Countryside Estate based on the outcome of the full public consultation exercise and full Community Impact Assessment.
- e. The broad proposals/principles around how the authority will write the specific business cases for each site.

The final decision on each site is delegated to the Cabinet Member on a site-by-site basis without the need to go back to Cabinet each time. The only exception to this is Cannock Chase Country Park and Chasewater Country Park. It was agreed that any decisions relating to these two larger parks would require Cabinet approval.

This will be a major undertaking and is likely to take some time to complete because of the number of sites involved and the need to engage with a wide range of stakeholders and local communities to achieve the best result for each individual site. A Community Impact Assessment will be completed for each individual site where significant changes to the management arrangements are proposed. This will ensure that any decisions made on the future management of sites are clearly informed and, where appropriate, action is taken to mitigate any negative impacts.

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

The main groups of people that could be affected include:

1. Existing and future visitors
2. Tenants, leaseholders and licensees
3. Staff directly involved with the management of the Estate
4. Volunteers and local Friends of groups
5. Sporting clubs and user organisations
6. Special interest groups
7. District Councils and other landowners
8. Entrust/ Chartwells

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

The table below shows the different groups likely to be affected by changes in the management arrangements of sites and explains why. The Service area does not capture data about service users against the protected characteristics.

| <b>Those Affected</b>        | <b>Why?</b>  |
|------------------------------|--|
| Existing and future Visitors | <p>The Review aims to secure a sustainable future for the countryside estate which delivers better outcomes, customer satisfaction and more public involvement in the management of the estate. Although, it is likely that the management of some sites could transfer to new providers or involve new ways of working or delivering on site services the intention is to have a positive impact on the visitor experience.</p> <p>Nevertheless the detailed proposals for each site will be subject to further engagement and consultation as appropriate as they are developed before any final decisions are made. This will give visitors an opportunity to have a say in the proposals. Also, final proposals for each site will be designed to ensure that it continues to be inclusive with equality of access being maintained for all groups and with no one protected</p> |

|                                     |   |
|-------------------------------------|---|
|                                     | characteristic being penalised.   |
| Staff                               | <p>All staff involved, directly or indirectly, with the management of the countryside estate will be affected to some degree as a result of this Review.</p> <p>Some of the options mean that the management of some sites could transfer to new providers which would have an impact on staffing levels or job roles. It is still premature at this stage to predict the extent of the impact because the management arrangements for particular sites have not been established but it is recognised that such ambiguity will affect staff.</p> <p>We will continue to brief, engage and consult staff and Trade Union Representatives as the detailed proposals for each site are developed. This will give staff an opportunity to shape the future management of the sites. Also a selection and evaluation process has been drawn up for approval by Cabinet to identify the best fit organisation for the site.</p>  |
| Volunteers                          | <p>Some of the proposals under consideration could mean that the management of some sites could transfer to new providers which could have an impact on individuals or groups who volunteer on those sites. It is still premature at this stage to predict the extent of the impact because the management arrangements for particular sites have not been identified but it is recognised that such ambiguity will affect volunteers.</p> <p>We will continue to brief, engage and consult with volunteers as the proposals for the management of each site are developed so that action can be taken, where appropriate to mitigate any negative impact should it arise. This will also give volunteers an opportunity to shape the future management of the sites. Also a selection and evaluation process has been drawn up for approval by Cabinet to identify the best fit organisation for the site.</p> <p>Also, one of the desired outcomes of the Review is that more people will have an opportunity to play a key role in shaping and managing countryside sites.</p> |
| Tenants, leaseholders and licensees | <p>Most of the main country parks support a network of businesses or concessions under licensing or leased arrangements which may be affected in the longer term by transferring sites to new providers. At this stage no new</p>   |

|  |  |
|--|--|
|  | <p>providers and the future management arrangements for particular sites have not been formalised. However, it is recognised that such ambiguity could affect these tenants and business interests.</p> <p>We recognise that this group could play a key role in the future management of some sites. We will continue to involve and consult with these stakeholders as the detailed proposals for each site are developed. Action will also be taken, where appropriate to mitigate any negative impact on existing businesses and tenants and to ensure the continuity of their tenancies and business interests.</p> |
| External Stakeholders including Sporting Clubs, User Organisations and Special Interest Groups eg wildlife groups. | <p>External stakeholders who use the countryside sites to hold events etc. and to pursue their interests could be affected to some degree by changes in the management of sites.</p> <p>A database of all these stakeholders has been developed and categorized according to the level of impact the proposals may have on them.</p> <p>These stakeholders have been involved in the Review to date and will continue to be involved as the detailed proposals are developed.</p>  |
| District Councils and other landowning bodies e.g. RSPB and Wildlife Trust   | <p>Many District Councils and organisations own green space sites and are interested in partnership working, pooling resources or developing arrangements to deliver efficiencies and economies of scale.</p> <p>These stakeholders have been involved in the Review to date and will continue to be involved as the detailed proposals are developed.</p>   |
| Entrust  | <p>Entrust is responsible for the maintenance of all the buildings on the Estate such as Visitor Centres, toilet blocks and staff accommodation. Some of the proposals under consideration could mean that the management of some sites could transfer to new providers.</p> <p>Entrust will continue to be involved in any discussions about the future of sites where they have an interest.</p>   |
| Chartwells   | <p>Chartwells is responsible for operating the cafes at Cannock Chase and Chasewater Country Parks and for cleaning all the</p>  |

|  |   |
|--|---|
|  | <p>buildings on the Estate such as Visitor Centres, toilet blocks and staff accommodation. Some of the proposals under consideration could mean that the management of some sites could transfer to new providers.</p> <p>Chartwells will continue to be involved in any discussions about the future of sites where they have an interest.</p> |
|--|---|

#### **4. Will the proposal have an impact on staff and what does this mean for the workforce?**

The countryside estate is managed by staff within The Countryside Team supported by members of the Environmental Advice team and the Rural Access Team. The management of the countryside estate is closely co-ordinated with the management of the public rights of way network. The table below shows the staff directly and indirectly involved.

| <b>Staff directly affected by Review of Existing Arrangements</b>   |           |
|---|-----------|
| Head Rangers  | 2 fte     |
| Rangers   | 12.2 ftes |
| Works Unit Manager  | 1fte      |
| Estate Workers  | 16 ftes   |
| Biodiversity Officers   | 1.6 ftes  |
| Chasewater Development Officer                                      | 1fte      |
| Country Park Warden   | 1fte      |
| Information Assistants  | 2.6 ftes  |
| <b>Staff indirectly affected by Review of Existing Arrangements</b> |           |
| Environmental Advice Team   | 5.65 ftes |
| Rights of Way Team  | 5 ftes    |

Any changes to the existing management arrangements could have a potential impact on these staff. However, it is too premature at this stage to predict the extent of the impact on staffing levels or on job roles but we will continue to engage and consult with them as the detailed proposals are developed.

#### **5. Public Sector Equality Duty**

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

##### **5.1 Potential Impact on Protected Characteristics**

The Service area has attempted to ensure by working with other organisations that countryside sites are inclusive but does not capture data on the protected characteristics. It has been working with organisations including Staffordshire Buddies, VAST and BME groups.

The table below shows impact on protected groups:

| Protected groups/characteristics | Is there any potential for positive or negative impact | Could the proposal create better opportunities or minimise disadvantage?  | Please detail what measures or changes will be put in place to mitigate adverse implications  |
|----------------------------------|--|---|---|
| Race                             | Yes  | While it is not possible to analyse visits to the Estate by minority ethnic groups, anecdotal evidence shows that visits are increasing. The consultation responses yielded insufficient data for analysis. In the longer term many of the barriers to access by this group could be reduced by joint working with other organisations. | More stakeholder engagement with organisations representing this group will be carried out as the detailed proposals for each site are developed.   |
| Disability                       | Yes  | The number of people with a disability who responded to the consultation was significantly lower than the number of people in Staffordshire as a whole. In the longer term, many of the opportunities and facilities enjoyed by this group could be enhanced by joint working with other organisations.                                 | Accessibility to trails etc. was a common theme amongst the consultation responses. More stakeholder engagement with organisations representing this group will be carried out as the detailed proposals for each site are developed, to understand their needs and improve accessibility for people with disabilities wherever possible. |
| Age                              | Yes  | The responses to the consultation were representative of 25-44 year olds and over-representative of 45-74 year olds. However, it was under representative of the youngest and oldest age groups. In the longer term, many of the opportunities and facilities enjoyed by these groups could be enhanced by joint                        | Accessibility and poor public transport links were common themes amongst the consultation responses. More stakeholder engagement with organisations representing these under-represented groups will be carried out as the detailed proposals for each site are developed, to   |

|                     |     |  |   |
|---------------------|-----|--|---|
|                     |     | working with other organisations.  | understand their needs and encourage greater use.   |
| Gender              | No. | The consultation responses were representative of the Staffordshire population by gender. Changes to the management of sites are unlikely to have any specific impact on any of these protected characteristics. However, a full Community Impact Assessment will be completed following full public consultation. | A Community Impact Assessment will need to be completed for each site as the detailed proposals are developed.      |
| Religion/belief     |     |  |   |
| Gender reassignment |     |  |   |
| Sexual orientation  |     |  |   |
| Pregnancy/maternity |     |  |   |
| Impact on staff     | Yes | The proposal could result in protecting employment or in opening additional opportunities for staff depending on the future management arrangements.   | Ongoing engagement and consultation with staff will continue as the detailed proposals for each site are developed. |

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

In some cases the response numbers for some respondent types to the consultation was relatively low and also, may not be representative of the wider population they seek to represent.

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

More stakeholder engagement with organisations representing the protected groups will be carried out as the detailed proposals for each site are developed to create better opportunities and mitigate any potential adverse impacts. Also a Community Impact Assessment will be completed for each individual site where significant changes to the management arrangements are proposed.

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

A full public consultation exercise ran for 12 weeks from 2 November 2015 to 24 January 2016. A report on the results from the consultation has been produced by the Insight, Planning and Performance Team. The results from the consultation have been incorporated into the tables above.

**9. Consultation with customers & stakeholders**

There has been a range of engagement and consultation with customers and a wide range of stakeholders and potential partners throughout the Review which is referred to elsewhere in this Community Impact Assessment.

This engagement and consultation will continue as the detailed proposals for sites are developed.

**9. Consultation with staff**

We will continue to brief, engage and consult staff and volunteers as the detailed proposals for each site are developed. This will give staff an opportunity to shape the future management of the sites. Also a selection and evaluation process has been drawn up for approval by Cabinet to identify the best fit organisation for the site.

The Trade Union Consultative Forum has been briefed on the County Council's proposals on several occasions. We will continue to consult the Forum on an on-going basis as the detailed proposals develop.

**11. Making a decision**

After 17 March, a panel will assess EOIs, conduct detailed dialogue with interested organisations (if needed), carry out due diligence on the organisations and finally put together a business case for each site. This will then lead to a process of informing councillors during May / June 2017.

Prosperous Staffordshire Select Committee to be provided with the opportunity to advise on the business case supporting significant change to the six large country parks prior to consideration by Cabinet or delegated decision



A business case will be produced for each of the six larger sites and presented to Cabinet in August 2017 for a decision. Further decisions on individual sites will be required once the detailed proposals have been formulated.

## **12. Monitoring and review**

Until such time as the detailed proposals for sites have been formulated, it is not possible to fully quantify potential adverse impacts. A Community Impact Assessment will be completed for each individual site where significant changes to the management arrangements are proposed. This will ensure that any decisions made on the future management of sites are clearly informed and, where appropriate, action is taken to mitigate any negative impacts. Where appropriate, the Assessment will contain arrangements for monitoring and reviewing any proposed changes including an Actions Log.

## **13. Rural Considerations**

The smaller countryside sites are important local recreational resources and some local communities play a key role in their management. Any reshaping of the management arrangements will build on, and not impair, any of these existing relationships and arrangements.

The views of these local communities have been sought and taken into account as part of the public consultation exercise.

## **14. Health Considerations**

The role that the natural environment and also volunteering play in supporting people's health and well-being is understood. The main aim of the Review is to develop new ways of managing the Estate to secure its future and deliver better health and social outcomes.

## **15. Climate Change Considerations**

There are no climate change implications.







**Leading for Better Outcomes  
Community Impact Assessment  
Countryside Estate Review**

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

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

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

See guidance note and frequently asked questions for further information.

|   |
|---|
| <p><b>Name of proposal:</b></p> <ul style="list-style-type: none"> <li>• Countryside Estate Review</li> </ul>   |
| <p><b>State here which of the County Council priorities the proposal will deliver against:</b></p> <p>The Review will contribute to the County Council’s vision to create a Connected Staffordshire where everyone has the opportunity to prosper, be healthy and happy. It seeks to deliver against the three priority outcomes of enabling SCC residents to:</p> <ol style="list-style-type: none"> <li>1. access more good jobs and feel the benefits of economic growth;</li> <li>2. be healthier and more independent;</li> <li>3. feel safer, happier and more supported in and by their community.</li> </ol> <p>The Review has also agreed the following set of core objectives which reflect the county council’s desire to change how it works with and on behalf of Staffordshire’s people, make a difference to their lives and ensures that the service runs well:</p> <ol style="list-style-type: none"> <li>1. To maintain and improve the condition and usability of the country parks;</li> <li>2. To reduce the cost of delivering the Service;</li> <li>3. To involve communities in decisions and delivery of the country parks;</li> <li>4. To improve customer satisfaction in Staffordshire County Council and to enhance its reputation.</li> </ol> |
| <p><b>Review lead: (s)</b></p> <ul style="list-style-type: none"> <li>• Ian Wykes: Commissioner for the Rural County</li> <li>• Emma Beaman: Countryside Manager</li> </ul>   |
| <p><b>Names of other officers involved:</b></p> <p>The Project Team is made up of a range of officers both from Rural County and</p>  |

from specialist support services. The core team includes the Rural Access Manager, two Head Rangers, the Countryside Works Unit Manager and the Environmental Advice Manager, and is supported by officers from Public Health, the Legal services Unit, HR, OD, Finance, Procurement, Community Consultation and Customer insight.

**Date: 3 February 2017**

### **Executive summary of the assessment**

This Review has been driven by a strong desire to secure a more sustainable future for the countryside estate and also deliver better outcomes for people at a time when the Service is facing many challenges such as funding pressures and growing public demand and expectation.

Many other landowning bodies face similar challenges and the Review aims to capitalise on the growing interest for partnership working, pooling resources or developing innovative arrangements to deliver efficiencies and economies of scale.

The Review of 18 of the 21 individual sites began by an initial engagement exercise with critical stakeholders to refine a broad list of potential options for managing the Estate. Part of this initial engagement was also to gauge in-principle interest for partnership working in the future. In addition to this initial engagement process, a benchmarking exercise has also been undertaken with other local authorities undertaking similar reviews.

Further customer and stakeholder insight was still required to make sure that any future management arrangements will meet the needs and expectations of Staffordshire's residents and visitors. At their meeting on 21 October 2015 Cabinet agreed a 12 week consultation from 2 November 2015 on four potential options:

A: Maintain council ownership and seek opportunities to increase income from existing sites by working with volunteers, community, third sector and private parties.

B: Transfer management on a site-by-site basis to local community or voluntary sector groups such as parish councils.

C: Establish a partnership of landowners to manage all green spaces in a particular area.

D: Establish a not for profit trading company to run and develop parts of the estate.

A consultation plan was subsequently developed and agencies working with protected groups were asked to promote the consultation to secure an inclusive response and as part of delivering our Public Sector Equality Duty.

A summary analytical report of the consultation findings has been produced by the Insight, Planning and Performance Team and these findings will be reported to Cabinet for consideration in any final decisions.

In June 2016 Cabinet agreed the following;

- a. The proposals to redefine and reshape the management of the Countryside

Estate based on the outcome of the full public consultation exercise and full Community Impact Assessment.

- b. The broad proposals/principles around how the authority will write the specific business cases for each site.
- c. The final decision on each site is delegated to the Cabinet Member on a site-by-site basis without the need to go back to Cabinet each time. The only exception to this is Cannock Chase Country Park and Chasewater Country Park. It was agreed that any decisions relating to these two larger parks would require Cabinet approval.

The review will be a major undertaking and is likely to take some time to complete because of the number of sites involved and the need to engage with a wide range of stakeholders and local communities to achieve the best result for each individual site. A Community Impact Assessment will be completed for each individual site where significant changes to the management arrangements are proposed. This will ensure that any decisions made on the future management of sites are clearly informed and, where appropriate, action is taken to mitigate any negative impacts.

On December 2<sup>nd</sup> 2016 the EOI forms were put onto an online portal, enabling organisations to register an interest. The deadline for EOI submission is March 17<sup>th</sup> 2017.

**Signature**

## **Preparing the Executive Summary**

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

1.1 The countryside estate is a popular and well-used resource. However, on some sites increasing visitor numbers, growing public expectation and the demand for a wider range of recreational opportunities is putting pressure on the sites and the Service managing them. While this rising demand is positive, it leads to increasing costs to maintain the estate, which is unsustainable in the future. Without a sustainable funding model, there is a danger that the sites, and their use, could deteriorate, thereby impacting on the health, social and economic outcomes that they contribute to.

1.2 Many other landowning bodies face similar challenges and there is a growing interest in the potential for partnership working, pooling resources or developing innovative arrangements to deliver efficiencies and economies of scale. Local communities and volunteers have always been closely involved with the management of the Estate and this local interest is increasing with 'Friends of' Groups developing and some parish councils taking an increasing role in managing their local sites. There has also been some interest from the private sector; for example the maintenance of the countryside estate was included in scope for Infrastructure +.

1.3 Given the growing appetite among partners and communities to be more engaged, the main aim of the Review is to find the most sustainable way to manage the countryside estate and maximise its contribution to the economic and social wellbeing of Staffordshire’s residents and beyond.

1.4 The Review’s core objectives are to

- Maintain and improve the condition and usability of the country parks;
- Reduce the cost of delivering the Service;
- Involve communities in decisions and delivery of the country parks;
- Improve customer satisfaction in Staffordshire County Council and enhance its reputation.

1.5 A set of **Critical Success Factors (CSFs)** have been developed which outline the key things the Review must deliver. These CSFs have formed the basis for evaluating the potential Strategic Options for the future management of the Estate to date and will continue to form the basis for evaluating any future arrangements going forward.

1.6 The CSFs and their sub-factors are:

|  |     |
|--|-----|
| Increased value and prosperity for Staffordshire through a positive impact on local communities and wildlife   | 30% |
| <ul style="list-style-type: none"> <li>• Contribute to people’s quality of life by realising the health, social and economic benefits associated with the countryside estate.</li> </ul> |     |
| <ul style="list-style-type: none"> <li>• Conserve and enhance the biodiversity, heritage and landscape value of the countryside estate.</li> </ul>                                       |     |
| <ul style="list-style-type: none"> <li>• Potential to maintain and develop the range of volunteering opportunities and number of volunteers.</li> </ul>                                  |     |
| A customer focussed service which enhances customer satisfaction and people’s experience of the countryside  | 20% |
| <ul style="list-style-type: none"> <li>• Ensure an appropriate level of quality as defined by customers.</li> </ul>  |     |
| <ul style="list-style-type: none"> <li>• Service accessible to all.</li> </ul>   |     |
| <ul style="list-style-type: none"> <li>• Improve the quality of communication and engagement with customers.</li> </ul>  |     |
| Financially sustainable and resilient services   | 40% |
| <ul style="list-style-type: none"> <li>• Affordable to implement and run</li> </ul>  |     |
| <ul style="list-style-type: none"> <li>• Sustainable and efficient going forward, able to attract investment and demonstrate value for money</li> </ul>                                  |     |
| <ul style="list-style-type: none"> <li>• Ability to manage future financial pressures</li> </ul>   |     |
| The flexibility to meet changing future demands through innovation and development   | 10% |
| <ul style="list-style-type: none"> <li>• Provide flexibility to meet changes in visitor demand and environmental pressures.</li> </ul>   |     |
| <ul style="list-style-type: none"> <li>• Deployment of appropriately skilled people for management and development of sites.</li> </ul>  |     |



1.5 The Review began with a broad list of potential options for managing the estate being developed by the Project Team for initial engagement with a range of critical stakeholders. These stakeholders included landowning organisations (e.g. Staffordshire Wildlife Trust, National Trust, etc.), parish councils with a site in their area, tenants, user groups, bodies with a key interest (Joint Local Access Forum, AONB Partnership), staff involved in managing the estate and Prosperous Staffordshire Select Committee Members. The purpose of this engagement was to gain initial views on the ten options, to test their viability and consider how they might apply to the sites. The opportunity was also taken to gauge in-principle interest for partnership working in the future.

1.6 In addition to this initial engagement process, a benchmarking exercise was also undertaken with other local authorities undertaking similar reviews. The purpose was to identify any lessons learned and to look for examples of successful models that are working elsewhere.

1.7 Following feedback and analysis from the early engagement exercise, a number of options were discounted. At their meeting on 21 October 2015 Cabinet agreed a 12 week full consultation from 2 November 2015 until 24 January 2016 on four potential options:

A: Maintain council ownership and seek opportunities to increase income from existing sites by working with volunteers, community, third sector and private parties.

B: Transfer management on a site-by-site basis to local community or voluntary sector groups such as parish councils.

C: Establish a partnership of landowners to manage all green spaces in a particular area.

D: Establish a not for profit trading company to run and develop parts of the estate.

1.8 Following Cabinet's decision a consultation plan was developed and implemented which included online and paper surveys, emails to existing community groups and stakeholders, drop in sessions, establishment of a dedicated Inbox for emails etc. face to face briefings, social media and a dedicated website. Specific people or organisations working with protected groups were asked to promote the consultation amongst their networks to ensure inclusivity of response. These organisations included Staffordshire Buddies, VAST, Outdoor Education Centre Managers and groups representing young people.

1.9 A summary analytical report of the consultation findings has been produced by the Insight, Planning and Performance Team. The conclusions from these findings have been incorporated into the tables below.

1.10 In June 2016 Cabinet agreed the following:

- d. The proposals to redefine and reshape the management of the Countryside Estate based on the outcome of the full public consultation exercise and full Community Impact Assessment.
- e. The broad proposals/principles around how the authority will write the specific business cases for each site.

The final decision on each site is delegated to the Cabinet Member on a site-by-site basis without the need to go back to Cabinet each time. The only exception to this is Cannock Chase Country Park and Chasewater Country Park. It was agreed that any decisions relating to these two larger parks would require Cabinet approval.

This will be a major undertaking and is likely to take some time to complete because of the number of sites involved and the need to engage with a wide range of stakeholders and local communities to achieve the best result for each individual site. A Community Impact Assessment will be completed for each individual site where significant changes to the management arrangements are proposed. This will ensure that any decisions made on the future management of sites are clearly informed and, where appropriate, action is taken to mitigate any negative impacts.

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

The main groups of people that could be affected include:

1. Existing and future visitors
2. Tenants, leaseholders and licensees
3. Staff directly involved with the management of the Estate
4. Volunteers and local Friends of groups
5. Sporting clubs and user organisations
6. Special interest groups
7. District Councils and other landowners
8. Entrust/ Chartwells

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

The table below shows the different groups likely to be affected by changes in the management arrangements of sites and explains why. The Service area does not capture data about service users against the protected characteristics.

| <b>Those Affected</b>        | <b>Why?</b>  |
|------------------------------|--|
| Existing and future Visitors | <p>The Review aims to secure a sustainable future for the countryside estate which delivers better outcomes, customer satisfaction and more public involvement in the management of the estate. Although, it is likely that the management of some sites could transfer to new providers or involve new ways of working or delivering on site services the intention is to have a positive impact on the visitor experience.</p> <p>Nevertheless the detailed proposals for each site will be subject to further engagement and consultation as appropriate as they are developed before any final decisions are made. This will give visitors an opportunity to have a say in the proposals. Also, final proposals for each site will be designed to ensure that it continues to be inclusive with equality of access being maintained for all groups and with no one protected</p> |

|                                     |   |
|-------------------------------------|---|
|                                     | characteristic being penalised.   |
| Staff                               | <p>All staff involved, directly or indirectly, with the management of the countryside estate will be affected to some degree as a result of this Review.</p> <p>Some of the options mean that the management of some sites could transfer to new providers which would have an impact on staffing levels or job roles. It is still premature at this stage to predict the extent of the impact because the management arrangements for particular sites have not been established but it is recognised that such ambiguity will affect staff.</p> <p>We will continue to brief, engage and consult staff and Trade Union Representatives as the detailed proposals for each site are developed. This will give staff an opportunity to shape the future management of the sites. Also a selection and evaluation process has been drawn up for approval by Cabinet to identify the best fit organisation for the site.</p>  |
| Volunteers                          | <p>Some of the proposals under consideration could mean that the management of some sites could transfer to new providers which could have an impact on individuals or groups who volunteer on those sites. It is still premature at this stage to predict the extent of the impact because the management arrangements for particular sites have not been identified but it is recognised that such ambiguity will affect volunteers.</p> <p>We will continue to brief, engage and consult with volunteers as the proposals for the management of each site are developed so that action can be taken, where appropriate to mitigate any negative impact should it arise. This will also give volunteers an opportunity to shape the future management of the sites. Also a selection and evaluation process has been drawn up for approval by Cabinet to identify the best fit organisation for the site.</p> <p>Also, one of the desired outcomes of the Review is that more people will have an opportunity to play a key role in shaping and managing countryside sites.</p> |
| Tenants, leaseholders and licensees | <p>Most of the main country parks support a network of businesses or concessions under licensing or leased arrangements which may be affected in the longer term by transferring sites to new providers. At this stage no new</p>   |

|  |  |
|--|--|
|  | <p>providers and the future management arrangements for particular sites have not been formalised. However, it is recognised that such ambiguity could affect these tenants and business interests.</p> <p>We recognise that this group could play a key role in the future management of some sites. We will continue to involve and consult with these stakeholders as the detailed proposals for each site are developed. Action will also be taken, where appropriate to mitigate any negative impact on existing businesses and tenants and to ensure the continuity of their tenancies and business interests.</p> |
| External Stakeholders including Sporting Clubs, User Organisations and Special Interest Groups eg wildlife groups. | <p>External stakeholders who use the countryside sites to hold events etc. and to pursue their interests could be affected to some degree by changes in the management of sites.</p> <p>A database of all these stakeholders has been developed and categorized according to the level of impact the proposals may have on them.</p> <p>These stakeholders have been involved in the Review to date and will continue to be involved as the detailed proposals are developed.</p>  |
| District Councils and other landowning bodies e.g. RSPB and Wildlife Trust   | <p>Many District Councils and organisations own green space sites and are interested in partnership working, pooling resources or developing arrangements to deliver efficiencies and economies of scale.</p> <p>These stakeholders have been involved in the Review to date and will continue to be involved as the detailed proposals are developed.</p>   |
| Entrust  | <p>Entrust is responsible for the maintenance of all the buildings on the Estate such as Visitor Centres, toilet blocks and staff accommodation. Some of the proposals under consideration could mean that the management of some sites could transfer to new providers.</p> <p>Entrust will continue to be involved in any discussions about the future of sites where they have an interest.</p>   |
| Chartwells   | <p>Chartwells is responsible for operating the cafes at Cannock Chase and Chasewater Country Parks and for cleaning all the</p>  |

|  |   |
|--|---|
|  | <p>buildings on the Estate such as Visitor Centres, toilet blocks and staff accommodation. Some of the proposals under consideration could mean that the management of some sites could transfer to new providers.</p> <p>Chartwells will continue to be involved in any discussions about the future of sites where they have an interest.</p> |
|--|---|

#### **4. Will the proposal have an impact on staff and what does this mean for the workforce?**

The countryside estate is managed by staff within The Countryside Team supported by members of the Environmental Advice team and the Rural Access Team. The management of the countryside estate is closely co-ordinated with the management of the public rights of way network. The table below shows the staff directly and indirectly involved.

| <b>Staff directly affected by Review of Existing Arrangements</b>   |           |
|---|-----------|
| Head Rangers  | 2 fte     |
| Rangers   | 12.2 ftes |
| Works Unit Manager  | 1fte      |
| Estate Workers  | 16 ftes   |
| Biodiversity Officers   | 1.6 ftes  |
| Chasewater Development Officer                                      | 1fte      |
| Country Park Warden   | 1fte      |
| Information Assistants  | 2.6 ftes  |
| <b>Staff indirectly affected by Review of Existing Arrangements</b> |           |
| Environmental Advice Team   | 5.65 ftes |
| Rights of Way Team  | 5 ftes    |

Any changes to the existing management arrangements could have a potential impact on these staff. However, it is too premature at this stage to predict the extent of the impact on staffing levels or on job roles but we will continue to engage and consult with them as the detailed proposals are developed.

#### **5. Public Sector Equality Duty**

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

##### **5.1 Potential Impact on Protected Characteristics**

The Service area has attempted to ensure by working with other organisations that countryside sites are inclusive but does not capture data on the protected characteristics. It has been working with organisations including Staffordshire Buddies, VAST and BME groups.

The table below shows impact on protected groups:

| Protected groups/characteristics | Is there any potential for positive or negative impact | Could the proposal create better opportunities or minimise disadvantage?  | Please detail what measures or changes will be put in place to mitigate adverse implications  |
|----------------------------------|--|---|---|
| Race                             | Yes  | While it is not possible to analyse visits to the Estate by minority ethnic groups, anecdotal evidence shows that visits are increasing. The consultation responses yielded insufficient data for analysis. In the longer term many of the barriers to access by this group could be reduced by joint working with other organisations. | More stakeholder engagement with organisations representing this group will be carried out as the detailed proposals for each site are developed.   |
| Disability                       | Yes  | The number of people with a disability who responded to the consultation was significantly lower than the number of people in Staffordshire as a whole. In the longer term, many of the opportunities and facilities enjoyed by this group could be enhanced by joint working with other organisations.                                 | Accessibility to trails etc. was a common theme amongst the consultation responses. More stakeholder engagement with organisations representing this group will be carried out as the detailed proposals for each site are developed, to understand their needs and improve accessibility for people with disabilities wherever possible. |
| Age                              | Yes  | The responses to the consultation were representative of 25-44 year olds and over-representative of 45-74 year olds. However, it was under representative of the youngest and oldest age groups. In the longer term, many of the opportunities and facilities enjoyed by these groups could be enhanced by joint                        | Accessibility and poor public transport links were common themes amongst the consultation responses. More stakeholder engagement with organisations representing these under-represented groups will be carried out as the detailed proposals for each site are developed, to   |

|                     |     |  |   |
|---------------------|-----|--|---|
|                     |     | working with other organisations.  | understand their needs and encourage greater use.   |
| Gender              | No. | The consultation responses were representative of the Staffordshire population by gender. Changes to the management of sites are unlikely to have any specific impact on any of these protected characteristics. However, a full Community Impact Assessment will be completed following full public consultation. | A Community Impact Assessment will need to be completed for each site as the detailed proposals are developed.      |
| Religion/belief     |     |  |   |
| Gender reassignment |     |  |   |
| Sexual orientation  |     |  |   |
| Pregnancy/maternity |     |  |   |
| Impact on staff     | Yes | The proposal could result in protecting employment or in opening additional opportunities for staff depending on the future management arrangements.   | Ongoing engagement and consultation with staff will continue as the detailed proposals for each site are developed. |

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

In some cases the response numbers for some respondent types to the consultation was relatively low and also, may not be representative of the wider population they seek to represent.

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

More stakeholder engagement with organisations representing the protected groups will be carried out as the detailed proposals for each site are developed to create better opportunities and mitigate any potential adverse impacts. Also a Community Impact Assessment will be completed for each individual site where significant changes to the management arrangements are proposed.

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

A full public consultation exercise ran for 12 weeks from 2 November 2015 to 24 January 2016. A report on the results from the consultation has been produced by the Insight, Planning and Performance Team. The results from the consultation have been incorporated into the tables above.

**9. Consultation with customers & stakeholders**

There has been a range of engagement and consultation with customers and a wide range of stakeholders and potential partners throughout the Review which is referred to elsewhere in this Community Impact Assessment.

This engagement and consultation will continue as the detailed proposals for sites are developed.

**9. Consultation with staff**

We will continue to brief, engage and consult staff and volunteers as the detailed proposals for each site are developed. This will give staff an opportunity to shape the future management of the sites. Also a selection and evaluation process has been drawn up for approval by Cabinet to identify the best fit organisation for the site.

The Trade Union Consultative Forum has been briefed on the County Council's proposals on several occasions. We will continue to consult the Forum on an on-going basis as the detailed proposals develop.

**11. Making a decision**

After 17 March, a panel will assess EOIs, conduct detailed dialogue with interested organisations (if needed), carry out due diligence on the organisations and finally put together a business case for each site. This will then lead to a process of informing councillors during May / June 2017.

Prosperous Staffordshire Select Committee to be provided with the opportunity to advise on the business case supporting significant change to the six large country parks prior to consideration by Cabinet or delegated decision



A business case will be produced for each of the six larger sites and presented to Cabinet in August 2017 for a decision. Further decisions on individual sites will be required once the detailed proposals have been formulated.

## **12. Monitoring and review**

Until such time as the detailed proposals for sites have been formulated, it is not possible to fully quantify potential adverse impacts. A Community Impact Assessment will be completed for each individual site where significant changes to the management arrangements are proposed. This will ensure that any decisions made on the future management of sites are clearly informed and, where appropriate, action is taken to mitigate any negative impacts. Where appropriate, the Assessment will contain arrangements for monitoring and reviewing any proposed changes including an Actions Log.

## **13. Rural Considerations**

The smaller countryside sites are important local recreational resources and some local communities play a key role in their management. Any reshaping of the management arrangements will build on, and not impair, any of these existing relationships and arrangements.

The views of these local communities have been sought and taken into account as part of the public consultation exercise.

## **14. Health Considerations**

The role that the natural environment and also volunteering play in supporting people's health and well-being is understood. The main aim of the Review is to develop new ways of managing the Estate to secure its future and deliver better health and social outcomes.

## **15. Climate Change Considerations**

There are no climate change implications.





## Prosperous Staffordshire Select Committee Work Programme 2016/17

This document sets out the work programme for the Prosperous Staffordshire Select Committee for 2016/17.

The Prosperous Staffordshire Select Committee is responsible for scrutiny of highways infrastructure and connectivity, flood and water management, 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 Gould, Scrutiny and Support Manager, 01785 276148 or by emailing [tina.gould@staffordshire.gov.uk](mailto:tina.gould@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  |
|---|---|--|--|---|
| <p>Countryside Estate Management Review<br/>Cabinet Member: Mark Winnington<br/>Lead officer: Ian Wykes</p> | <p>24 May 2016</p>                                    | <p><b>Great Place to Live</b><br/>Use and maintain our built and natural environment to improve health and wellbeing and strengthen community assets.<br/><b>Enjoying Life</b><br/>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 &amp; 12 October 2015. PSSC Members also completed visits to Countryside Estate sites across the County during August 2015.)</i></p> | <p>Members requested a copy of the full SWOT analysis. They supported the proposed approach for developing the detailed management arrangements and selecting the most appropriate partner or partners for each countryside site with the proviso that:<br/>further consideration of larger sites be brought back to the Select Committee for pre-decision scrutiny; local members and local member groups are engaged in discussions regarding the future of smaller sites, for example via Local Member Priority Meetings; the Scheme of Delegation extract within the report for selecting the preferred partner(s) and managing arrangements for each countryside estate be supported with the above proviso; and the Chairman write to the Cabinet Member giving the Committee's feedback.</p> |
| <p>Flood Risk Management<br/>Cabinet Member: Mark</p>   | <p>24 May 2016</p>                                    | <p><b>Great Place to Live</b><br/>Use and maintain our</p>   | <p>To update Members on the Flood Risk Strategy and</p>  | <p>The Select Committee recognised the proactive</p>  |

| Item   | Date of meeting when the item is due to be considered | Link to the Council's Business Plan   | Details  | Action/Outcome  |
|--|---|---|--|---|
| Winnington/Gill Heath<br>Lead Officer: Hannah Burgess<br><br><span style="writing-mode: vertical-rl; transform: rotate(180deg); position: absolute; left: -40px; top: 50%; font-weight: bold;">Page 8</span> |   | built and natural environment to improve health and wellbeing and strengthen community assets.  | specifically how Staffordshire would respond should a similar event happen here to that seen in Cumbria during December. To consider the possibility of a Flood Risk summit. | work undertaken to prepare for a severe flood event. They emphasised the importance of gully emptying and effective communication with local members on the programme of work and supported the proposal to host a Staffordshire Flood Summit stressing the need for the summit to be outcome focused and giving consideration to public involvement. |
| Executive response to Infrastructure+ - scrutiny of governance and reporting arrangements to Prosperous Staffordshire Select Committee   | 24 May 2016   | <b>Great Place to Live</b><br>Use and maintain our built and natural environment to improve health and wellbeing and strengthen community assets. |  | The progress outlined in the action plan was welcomed and the Select Committee agreed to monitor progress on the implementation of the agreed recommendations on a six monthly exception basis, until the recommendations have been fully implemented.  |
| Working Together to address the impact that HGVs have on Staffordshire roads and local communities   | 24 May 2016   | <b>Great Place to Live</b><br>Support the improvement and development of shared resources such as utilities, highways and technology.             |  | The Select Committee agreed the final working group report and recommendations for submission to the Cabinet Member.  |
| Elective Home Education<br>Cabinet Member: Ben Adams   | 26 July 2016  | <b>Ready for Life</b><br>Enhance access to high quality family,   | Item requested at 22 January meeting where the Select Committee were   | Members supported the positive relationships built between the EHE community  |

| Item   | Date of meeting when the item is due to be considered | Link to the Council's Business Plan   | Details   | Action/Outcome   |
|--|---|---|---|--|
| Lead Officer: Julie Stevenson  |   | community and life-long learning.   | informed that the part of the SDA covering EHE was under discussion with expected outcomes available from May 2016.   | and the County Council.  |
| Impact of SEND reforms<br>Cabinet Member – Ben Adams<br>Lead Officer – Nichola Glover-Edge/Chris Kiernan                           | 26 July 2016  | <b>Ready for Life</b><br>Focus on school improvement and providing access to a good education.                                  | To consider the impact of the SEND reforms for Staffordshire children.<br><br><i>(Following the initial report taken to 15 October 2015 Select Committee)</i> | Members noted the progress made and supported the preparation towards the Local Area Review inspection. They requested a further report on the tribunal data and outcome of discussions with service users.  |
| SACRE Annual Report, Agreed Syllabus and Membership changes<br>Cabinet Member – Ben Adams<br>Lead Officer – Mary Gale/Emma Jardine | 26 July   | <b>Ready for Life</b><br>Focus on school improvement and providing access to a good education.                                  |   | Members were happy that the representation on Committee A of SACRE reflected the religious make-up of Staffordshire. They supported the introduction of the new Agreed Syllabus into Staffordshire Schools and noted that the quality of provision would be more difficult to maintain if non RE specialists were leading on planning and provision of RE. |
| The future model for the Shugborough Estate - Sub-leases for the Walled Garden and the County Museum<br>Cabinet Member: Mark       | 26 July 2016  | <b>Great Place to Live</b><br>Use and maintain our built and natural environment to improve health and wellbeing and strengthen |   | Members supported the lease arrangements for the Walled Garden and County Museum. They also requested that the agreed costings for restoration of the  |

| Item  | Date of meeting when the item is due to be considered | Link to the Council's Business Plan   | Details   | Action/Outcome   |
|---|---|---|---|--|
| Winnington<br>Lead Officer: Janene Cox  |   | community assets.   |   | walled garden and county museum be brought back to the Select Committee. Mr Bloomer, as local member, requested a meeting with officers on the Outdoor Education Centre 10 year lease.   |
| <b>New Item</b><br>Future Operating Model for Staffordshire's Arts Service<br>Cabinet Member: Gill Heath<br>Lead Officer: Janene Cox/Catherine Mann<br>Page 85  | 13 September 2016                                     | <b>Great Place to Live</b><br>Support the improvement and development of shared resources such as utilities, highways and technology.<br>NB Subsequently amended to <b>Enjoying Life</b><br>Strengthen public confidence in the county as a great place to live with lots of opportunities to enjoy life. | This item has been added for pre-decision scrutiny.   | Members expressed a number of concerns over proposals for the future Arts Service, the Multi-Sensory Room, and the Shire Hall building itself. Their comments would be fed back to the Cabinet Member for Communities and the Environment to report to Cabinet. Future developments would be monitored through the work programme. |
| Executive Response to the Report of the Working Group on Working Together to Address the Impact that HGVs have on Staffordshire Roads and Local Communities<br>Cabinet Member: Mark Deaville<br>Lead Officer: Clive Thomson/Mary Anne | 13 September 2016                                     | <b>Great Place to Live</b><br>Support the improvement and development of shared resources such as utilities, highways and technology.   | The formal response and action plan from the Cabinet Member was received at their 24 May meeting. Members noted the progress made on the agreed recommendations and will monitor their progress on a six monthly basis. | Members welcomed the establishment of a Staffordshire Freight Forum. The Select Committee would monitor the action plan and implementation of the agreed recommendations on a six monthly exception basis, until all recommendations have been fully implemented.  |

| Item  | Date of meeting when the item is due to be considered | Link to the Council's Business Plan  | Details  | Action/Outcome   |
|---|---|--|--|--|
| Raftery   |   |  |  |  |
| <p>Enforcement of Car Parking Strategy<br/> Cabinet Member: Mark Deaville<br/> Lead Officer: James Bailey/David Walters</p>   | 15 November 2016                                      | <p><b>Great Place to Live</b><br/> Utilise and maintain our built and natural environment to improve health and wellbeing and strengthen community assets.</p> | <p>At the meeting on 13 September Members considered a briefing paper on Parking Enforcement and agreed that they wished to scrutinise this issue at their meeting in November. Representatives from Stoke on Trent City Council and Staffordshire Police have been invited to attend.</p> | <p>Members approved the proposed changes to the Policy for the processing of Penalty Charge Notices and the Policy and Guidelines for Residents Parking Zones. It was agreed that the Chairman would write to the Police and Crime Commissioner and ask that he report back on the actions taken in response to the requests made.</p> |
| <p>Infrastructure+ - Executive Response to Working Group's Recommendations (2<sup>nd</sup> Update)<br/> Cabinet Member: Mark Deaville<br/> Lead Officer: James Bailey</p> | 15 November 2016                                      | <p><b>Great Place to Live</b><br/> Support the improvement and development of shared resources such as utilities, highways and technology.</p>                 | <p>The Corporate Director for Economy, Infrastructure and Skills proposed that the Committee review the performance of this contract on a six monthly basis.</p>   | <p>Members noted the progress which had been made against the previously agreed Infrastructure+ Action Plan, and would monitor progress on a six monthly basis.</p>  |
| <p>Highways Infrastructure Asset Management Plan Consultation<br/> Cabinet Member: Mark Deaville<br/> Lead Officer: James Bailey/Paul Boss</p>                            | 15 December 2016                                      | <p><b>Great Place to Live</b><br/> Support the improvement and development of shared resources such as utilities, highways and technology.</p>                 | <p>This item has been added for pre-decision scrutiny.</p>   | <p>Members endorsed the Highway Infrastructure Asset Management Plan and noted the content of its Policy and Strategy. It was agreed that the Cabinet Member for Highways and Transport should write to the Secretary of State for Transport to lobby for more funding.</p>  |
| <p>Innovation Centre Number 6, Keele University</p>   | 15 December 2016                                      | <p><b>Right for Business</b><br/> Promote the county as</p>  | <p>The item was proposed by the Corporate Director</p>   | <p>Members noted the principles and processes</p>  |



| Item  | Date of meeting when the item is due to be considered   | Link to the Council's Business Plan   | Details  | Action/Outcome   |
|---|---|---|--|--|
| Cabinet Member: Mark Winnington<br>Lead Officer: Eric Henderson   |   | the "go to" location through a pro-business mind-set.   | Economy, Infrastructure and Skills.  | being undertaken in the development of the £2.02m investment in Innovation Centre No 6 on the Keele Science and Innovation Park at Keele University.   |
| Stoke on Trent and Staffordshire Review of Post 16 Further Education and Training Institutions<br>Cabinet Member: Ben Adams<br>Lead Officer: Darryl Myers/Tony Baines | 15 December 2016<br><br>NB following 22 January meeting members wish to consider the outcome of the Post-16 education review. | <b>Ready for Life</b><br>Enhance access to high quality family, community and life-long learning.<br><b>Ready for Life</b><br>Focus on school improvement and providing access to a good education. | Item requested by Members following discussion on school attendance, exclusions and participation.<br><br>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.<br><br><i>(School attendance, exclusions and participation considered at their meeting of 4 September 2015.)</i> | Members noted the outcomes and recommendations of the Post-16 Area Review and the anticipated impact on Staffordshire residents and requested further details on the number of students affected by it.                                  |
| Petition re: Arts and Community Services at the Shire Hall, Stafford<br>Lead Officer: Helen Riley   | 15 December 2016  | <b>Enjoying Life</b><br>Strengthen public confidence in the county as a great place to live with lots of opportunities to enjoy life.   | Petition received from Lisa Henderson containing 3,068 signatures from supporters of the Gallery and its services.   | Members requested that a more detailed report on proposals for Staffordshire's Arts Service be brought to the January meeting. The Chairman agreed to forward the petition and the Select Committee's comments to the Cabinet Member for |

| Item   | Date of meeting when the item is due to be considered | Link to the Council's Business Plan  | Details   | Action/Outcome  |
|--|---|--|---|---|
|  |   |  |   | Communities and the Environment.  |
| School Attainment<br>Cabinet Member: Ben Adams<br>Lead Officer: Tim Moss                                 | 19 January 2017                                       | <b>Ready for Life</b><br>Focus on school improvement and providing access to a good education.           | Consideration of attainment is an annual item to brief members on attainment in Staffordshire schools.  | Members noted the educational attainment in Staffordshire for September 2015 – August 2016. They requested further information on the Free School Meals and Special Educational Needs Gap in Staffordshire and asked for information on the Fairer Funding Review at a future meeting.  |
| Economic Growth<br>Cabinet Member: Ian Barry/Mark Winnington<br>Lead Officer: Darryl Byers/Steve Burrows | 19 January 2017                                       | <b>Right for Business</b><br>Promote the county as the “go to” location through a pro-business mind-set. | 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. | A briefing note on the South Staffordshire District Deal was considered at the meeting on 15 November 2016.<br>Members recognised the success of the Stoke-on-Trent and Staffordshire Growth Hub in supporting Staffordshire businesses and agreed to help promote its services to local businesses of all sectors and sizes by raising awareness of the Staffordshire Business Helpline and the Growth Hub Advisors. They requested further clarification in writing on the small business grant fund. |
| Update on the Library  | 3 March 2017  | <b>Great Place to Live</b>   | Following the changes to  | <i>This will be a Briefing Note,</i>  |

| Item  | Date of meeting when the item is due to be considered | Link to the Council's Business Plan  | Details   | Action/Outcome                                 |
|---|---|--|---|--|
| Service<br>Cabinet Member: Gill Heath<br>Lead Officer – Janene Cox/Catherine Mann   |   | Support the improvement and development of shared resources such as utilities, highways and technology.  | the static library service the Select Committee will review progress on the static library service.   | <i>which will now cover the whole service.</i> |
| Progress on the SEND Reforms<br>Cabinet Member: Ben Adams<br>Lead Officer: Richard Hancock/Karen Levell   | 3 March 2017  | <b>Ready for Life</b><br>Focus on school improvement and providing access to a good education.           | The Cabinet Member proposed that it would be appropriate to update the Committee on progress on a six monthly basis.  |  |
| Making the Most of our Universities – Working in Partnership for Economic Growth<br>Cabinet Members: Philip Atkins/ /Ben Adams/ Mark Winnington<br>Lead Officer: Darryl Eyers/Lucy Sefton | 3 March 2017  | <b>Right for Business</b><br>Promote the county as the “go to” location through a pro-business mind-set. | The Cabinet Member proposed that it would be appropriate to update the Committee on this matter.  |  |
| Skills and Employability Self-Assessment<br>Cabinet Member: Ben Adams<br>Lead officer: Tony Baines/Preeya Buckley   | 3 March 2017  | <b>Ready for Life</b><br>Focus on school improvement and providing access to a good education.           | An item on Adult and Community Learning was presented to the Committee in March 2016. The Cabinet Member requested that this item be considered on an annual basis (under its revised title Skills and Employability Self-Assessment Report 2015-2016). |  |
| Progress on the Countryside   | 3 March 2017  | <b>Great Place to Live</b>   | At the meeting on 13  |  |

| Item   | Date of meeting when the item is due to be considered                 | Link to the Council's Business Plan  | Details   | Action/Outcome |
|--|---|--|---|----------------|
| Estate<br>Cabinet Member: Mark Winnington<br>Lead Officer: Ian Wykes/Emma Beaman   |   | Use and maintain our built and natural environment to improve health and wellbeing and strengthen community assets.<br><b>Enjoying Life</b><br>Strengthen public confidence in the county as a great place to live with lots of opportunities to enjoy life. | September Members requested an update on the progress being made in respect of the Countryside Estate.  |                |
| Post-16 Education Provision<br>Cabinet Member: Ben Adams<br>Lead Officers: Tim Cross/Tony Baines   | Tbc   | <b>Ready for Life</b><br>Focus on school improvement and providing access to a good education.   | Item proposed by the Cabinet Member for Learning and Skills.  |                |
| Update on Flood Risk Management<br>Cabinet Member: Mark Winnington/Gill Heath<br>Lead Officer: Hannah Burgess  | June 2017   | <b>Great Place to Live</b><br>Use and maintain our built and natural environment to improve health and wellbeing and strengthen community assets.  | To update Members on the Flood Risk Strategy.   |                |
| Libraries in a Connected Staffordshire- Mobile and Travelling Library – monitor Review outcomes<br>Cabinet Member: Ben Adams<br>Lead Officer – Janene Cox/Catherine Mann | June 2017<br>(12 months after implementation of the service changes.) | <b>Great Place to Live</b><br>Support the improvement and development of shared resources such as utilities, highways and technology.<br>Subsequently amended to <b>Enjoying Life</b><br>Strengthen public   | To consider the effects of the mobile and travelling library service review implementation.<br><br><i>(Last considered on 12 October, 1 June 2015 as part of the wider Library review previously considered by PSSC on 23</i> |                |

| Item   | Date of meeting when the item is due to be considered | Link to the Council's Business Plan   | Details   | Action/Outcome |
|--|---|---|---|----------------|
|  |   | confidence in the county as a great place to live with lots of opportunities to enjoy life.   | <i>January 2015)</i>  |                |
| Skills and Apprenticeships Levy – New Offer (To include Adult and Community Learning Update)<br>Cabinet Member: Ben Adams<br>Lead Officer: Tony Baines | Tbc (Spring)  | <b>Ready for Life</b><br>Focus on school improvement and providing access to a good education.  | This item was proposed by the Cabinet Member.   |                |
| Future Operating Model for Staffordshire's Arts Service and the Shire Hall<br>Cabinet Member: Gill Heath<br>Lead Officer: Janene Cox/Catherine Mann    | Tbc   | <b>Enjoying Life</b><br>Strengthen public confidence in the county as a great place to live with lots of opportunities to enjoy life. | Agreed on 13 September that developments re the Shire Hall be monitored through the Work Programme.<br>Agreed at the meeting on 15 December that more definite proposals be brought back to the Committee for consideration, following receipt of a petition. |                |
| Impact on Staffordshire of Britain's vote to leave the European Union<br>Cabinet Member: Philip Atkins/Mark Winnington<br>Lead Officer: John Henderson | Tbc   | <b>Right for Business</b><br>Promote the county as the "go to" location through a pro-business mind-set.                              | At the meeting on 26 July Members asked to be kept apprised of the impact on Staffordshire of Britain's vote to leave the European Union.   |                |
| The Keele Deal<br>Cabinet Member: Mark Winnington  | Tbc   | <b>Right for Business</b><br>Promote the county as the "go to" location   | The item was proposed by the Corporate Director Economy, Infrastructure and   |                |

| Item  | Date of meeting when the item is due to be considered  | Link to the Council's Business Plan   | Details  | Action/Outcome  |
|---|--|---|--|---|
| Lead Officer: Steve Burrows   |  | through a pro-business mind-set.  | Skills.  |   |
| EU Funding Programme<br>Cabinet Member:<br>Lead Officer: Darryl Eysers  | Tbc  | <b>Right for Business</b><br>Promote the county as the "go to" location through a pro-business mind-set.                              | Item proposed by the Corporate Director for Economy, Infrastructure and Skills.  |   |
| Overview of Regeneration Projects<br>Cabinet Member: Mark Winnington<br>Lead Officer: Steve Burrows                               | Tbc  | <b>Right for Business</b><br>Promote the county as the "go to" location through a pro-business mind-set.                              | Item proposed by the Corporate Director for Economy, Infrastructure and Skills.  |   |
| <b>Working Groups</b>   |  |   |  |   |
| Entrust Service Level Agreement Key Performance Indicator Working group<br>Cabinet Member: Ben Adams<br>Lead Officer: Karen Coker |  | <b>Ready for Life</b><br>Focus on school improvement and providing access to a good education.  | Following consideration of Education Support Services – Commissioning and Contract Performance at the 22 January PSSC Members agreed to set up a working group to consider the review of KPIs and the information they wished to scrutinise in future. | Further meeting of the Working Group is being arranged.   |
| Infrastructure + Working Group<br>Cabinet Member: Mark Winnington<br>Lead Officer: James Bailey                                   | 8 and 29 July<br>4 September<br><br><b>Reporting back to Select Committee on 24 May 2016</b> | <b>Great Place to Live</b><br>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.  | The formal response and action plan from the Cabinet Member was received at their 24 May meeting. Members noted the progress made on the agreed recommendations and will monitor their progress on a six monthly basis. |
| Working Together to   | <b>Reporting back to</b>   | <b>Great Place to Live</b>  | Following a petition   | Final report of the Working   |

| Item   | Date of meeting when the item is due to be considered | Link to the Council's Business Plan   | Details  | Action/Outcome   |
|--|---|---|--|--|
| address the impact that HGVs have on Staffordshire roads and local communities         | <b>Select Committee on 24 May 2016</b>                | Support the improvement and development of shared resources such as utilities, highways and technology.   | <p>presented at Annual Council the Select Committee agreed to set up a working group to consider the concerns raised around HGVs on the A515.</p> <p>This issue has now been widened to address all Staffordshire roads.</p> <p>Membership of the Working Group has been agreed.</p>                                       | group agreed for submission to the Cabinet Member at the Select Committee meeting of 24 May 2016. The Select Committee are awaiting the formal response and action plan from the Cabinet Member. |
| <b>Briefing notes/updates and referrals</b>  |   |   |  |  |
| A 50 Growth Corridor<br>Cabinet Member: Mark Winnington<br>Lead Officer: Steve Burrows |   | <b>Great Place to Live</b><br>Promote the county as the "go to" location through a pro-business mind-set. | <p>To update the Committee on proposals to undertake a major improvement to the A50 in Uttoxeter.</p> <p><i>(last considered by PSSC on 7 March 2014)</i></p> <p>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.</p> | Now to be considered as part of the Economic Growth Programme item.  |
| SACRE Annual Report  |   | <b>Ready for Life</b><br>Focus on school improvement and  | To receive the SACRE Annual Report.  | Reported to 26 July Select Committee.  |

| Item                                | Date of meeting when the item is due to be considered | Link to the Council's Business Plan  | Details  | Action/Outcome                                  |
|-------------------------------------|---|--|--|---|
|                                     |   |  | providing access to a good education.                                  |   |
| South Staffordshire District Deal 2 |   | <b>Right for Business</b><br>Promote the county as the "go to" location through a pro-business mind-set. | To receive a briefing note on the South Staffordshire District Deal 2. | Considered at the 15 November Select Committee. |

|   |   |
|---|---|
| <p><b>Membership</b></p> <p>Simon Tagg (Chairman)<br/> David Brookes (Vice-Chairman)<br/> Ann Beech<br/> Len Bloomer<br/> Ian Hollinshead<br/> Kevin Jackson<br/> Mike Lawrence<br/> Geoff Martin<br/> Sheree Peuple<br/> Mike Worthington<br/> Rev. Preb. Michael Metcalf (Co-optee)<br/> Paul Woodhead (Co-optee)<br/> Candice Yeomans (Co-optee)</p> | <p><b>Calendar of Committee Meetings</b><br/> (at 10.00 am and at County Buildings, Martin Street, Stafford ST16 2LH unless otherwise stated)</p> <p>24 May 2016<br/> 26 July 2016, <b>2.00pm</b><br/> 13 September 2016<br/> 15 November 2016<br/> 15 December 2016<br/> 19 January 2017<br/> 3 March 2017</p> |
|---|---|



### Prosperous Staffordshire Select Committee - 3rd March 2016

#### Briefing Note - Update on the Library Service

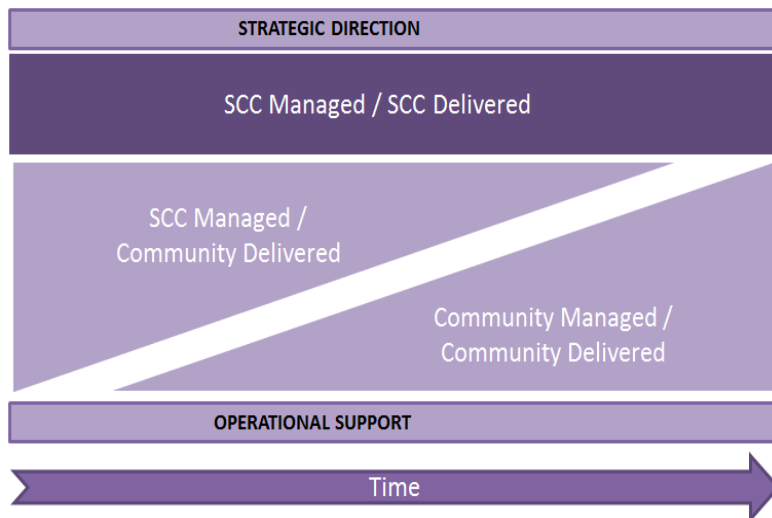
##### Brief Summary

1. This report provides an update on the model for the library service which was agreed by Cabinet on 18 February 2015.

##### Background

2. In 2012, like other library authorities, we were dealing with changing demographics, changing customer habits/expectations, a changing local authority landscape and enormous budget pressures.
  3. Having changed aspects of the library service and saved £1.1m between 2008 and 2012 without closing libraries or 'hollowing out' the service, there was still a requirement to save £1.675m by 2016.
  4. In response to these types of budget pressures many authorities were closing libraries. Within Staffordshire we wanted to do everything we could to sustain our library service so we began to think innovatively, act collaboratively and lead creatively.
  5. We took an ambitious approach to transforming our service and have designed, developed and implemented a new model for Staffordshire Libraries which was informed by extensive consultation.
  6. Traditionally all of our 43 libraries had been managed by the county council and staffed by paid members of staff. Our ambition was to develop a sustainable library offer where all libraries remained part of our statutory service and the community was encouraged to become more involved in co-producing services that were relevant to local need.
  7. During 2014 we held a 12 week public consultation on a tiered model and initiated a collective consultation process with our staff. We received:
    - a. 4,255 responses to the questionnaires
    - b. 3,500 people responded via a range of public events
    - c. Feedback via letters, emails, social media and 9 petitions.
- We heard that:
- a. People valued their library offer
  - b. People valued the library as a community space
  - c. People saw the library as enabling them to stay connected and feel supported.
8. As a result we realigned our model (see Figure 1) and this was agreed by the County Council's Cabinet in February 2015 (Appendix A)

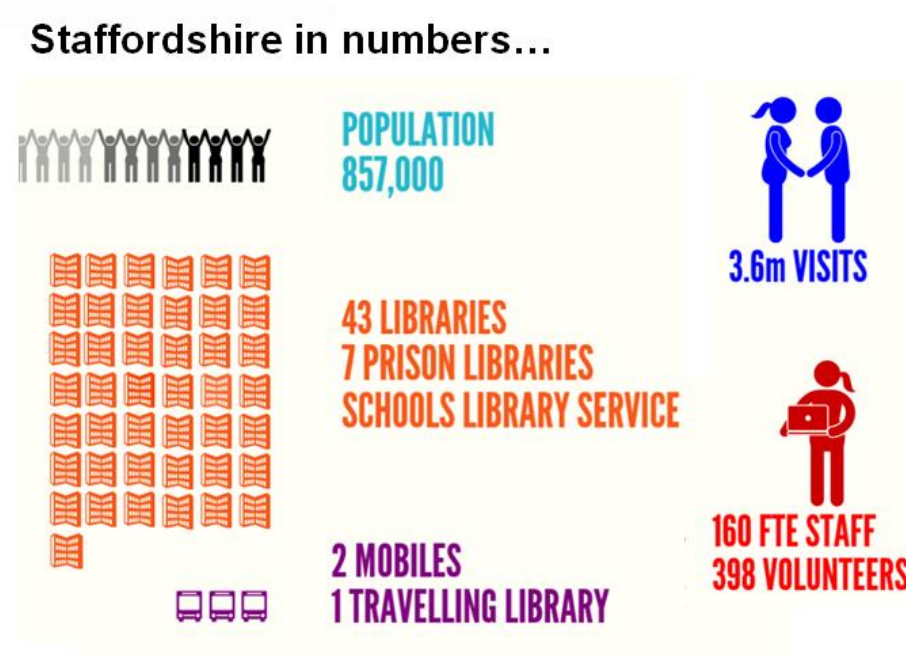
9. Figure 1:



### Staffordshire Libraries

10. Across Staffordshire there are 43 library buildings, 2 mobile libraries, 1 travelling library, 7 prison based libraries, a Schools Library Service and a developing virtual library experience which enhances the traditional offer (see Figure 2).

11. Figure 2



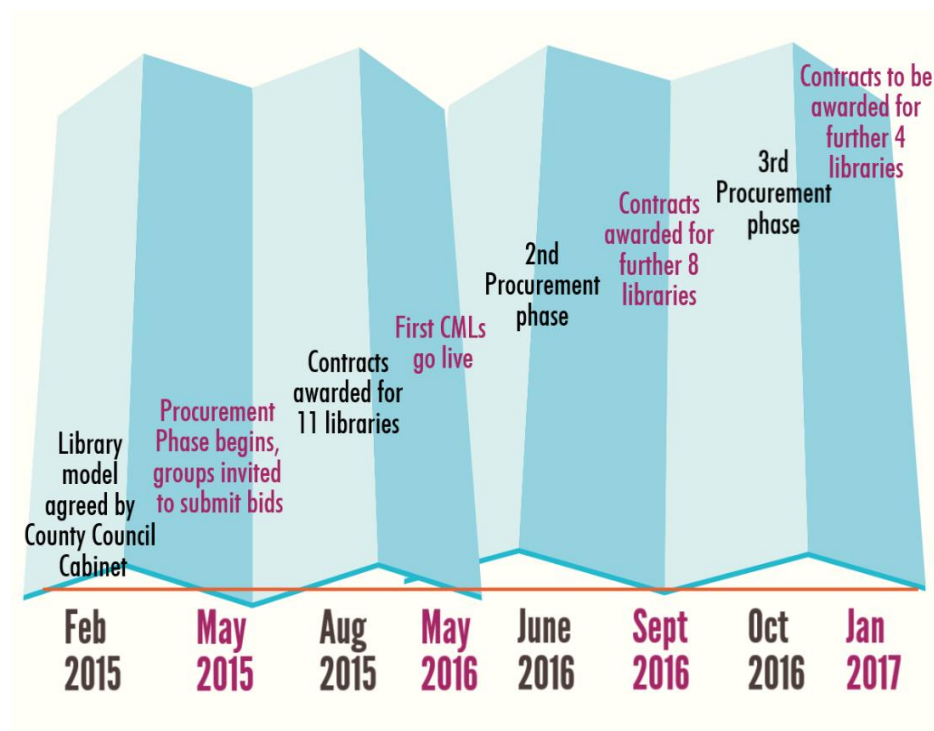
12. 41 of our libraries are Wi-Fi enabled and all are open for more than 10 hours per week.

13. 20 libraries are managed and delivered by Staffordshire County Council and 23 libraries will become Community Managed and Delivered by April 2017. All 43 libraries remain part of our statutory network.

14. In 2015/16 there were 3.6m visits to Staffordshire's libraries (which equates to approximately 4.2 visits per resident).
15. Following the implementation of a new operating model in April 2016 we now have 160 FTE staff – this represents a 23% reduction to our paid workforce from 2015/16.
16. During 2015/16 398 volunteers provided almost 15,000 volunteer hours, covering 15 different volunteer tasks.
17. From January 2016 we have received over 800 expressions of interest in volunteering and now have over 600 trained library volunteers. In October 2016 3,400 hours were volunteered which has a financial value to Staffordshire County Council of approximately £47,000.

### Community Managed Libraries – implementation

18. Figure 3 below details our time line for implementing the community managed model:



19. Following Cabinet agreement of the new model in February 2015, local community groups and organisations were invited to officially apply to manage and deliver the library through a three phases of formal procurement. The first phase took place between May – July 2015.
20. An independent panel, met in August 2015 and awarded contracts to 11 of the 23 libraries which we believed could be community managed. The decisions were made as a result of a comprehensive evaluation process that included senior officers from the county council as well as independent representation.

21. The successful organisations demonstrated their understanding of and commitment to the library offer; robust sustainable governance and decision making frameworks and a track record of community engagement and delivery.
22. The contracts were awarded to South Staffordshire & Shropshire Healthcare NHS Foundation Trust (SSSFT), Rising Brook Baptist Church, Blythe Bridge Care & Fun Club and Werrington Community Volunteers.
23. Between May and August 2016 we worked with these four organisations to enable 11 libraries to transfer to their management:

| <b>Library</b> | <b>Organisation</b>                  | <b>Opened as CML</b> |
|----------------|--------------------------------------|----------------------|
| Werrington     | Werrington Community Volunteer Group | 14.5.16              |
| Rising Brook   | Rising Brook Baptist Church          | 31.5.16              |
| Blythe Bridge  | The Care and Fun Club                | 31.5.16              |
| Barton         | SSSFT                                | 2.5.16               |
| Baswich        | SSSFT                                | 23.5.16              |
| Holmcroft      | SSSFT                                | 6.6.16               |
| Norton Canes   | SSSFT                                | 13.6.16              |
| Brewood        | SSSFT                                | 20.6.16              |
| Glascote       | SSSFT                                | 27.6.16              |
| Hednesford     | SSSFT                                | 4.7.16               |
| Heath Hayes    | SSSFT                                | 15.8.16              |

24. During the same period we held a 2<sup>nd</sup> procurement phase for the remaining 12 libraries. Contracts were awarded for 8 libraries to the following organisations in September 2016:

| <b>Library</b> | <b>Organisation</b>                         | <b>Opened as CML</b> |
|----------------|---|----------------------|
| Kinver         | Kinver Community Managed Limited            | 3.1.17               |
| Silverdale     | BES - Business Enterprise Support           | 3.1.17               |
| Audley         | Audley Library Volunteer Group              | February 2017        |
| Shenstone      | Shenstone Library Volunteer Group           | March 2017           |
| Knutton        | Knutton St Mary's Primary School            | March 2017           |
| Wilnecote      | Wilnecote High School                       | June 2017*           |
| Gnosall        | GLEAN – Gnosall Library Education & Nurture | August 2017*         |
| Brereton       | Redbrook Hayes Primary School               | See paragraph 25-26  |

\*Provisional dates

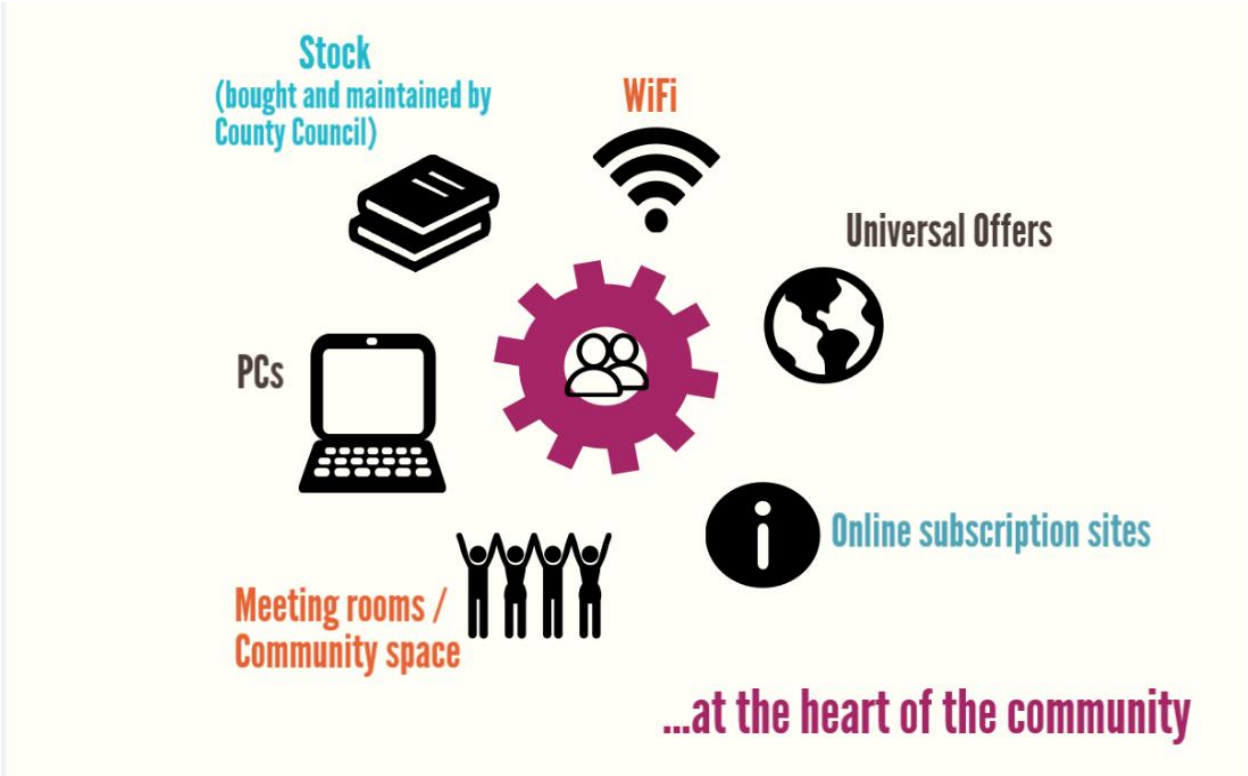
25. Redbrook Hayes Primary School believes that thriving and well used public libraries are important to local communities. It is with this in mind that they submitted a bid take on the day to day management of Brereton Library.
26. We are very aware that schools are under increasing pressure in terms of structure, finance and raising standards. Consequently following extensive conversations with representatives from the school, we have jointly agreed that the school will no longer manage and deliver this library. We are currently campaigning locally to recruit

individuals to volunteer at Brereton Library and have received 17 expressions of interest from volunteers at Brereton.

- 27. We have also completed the third procurement phase and have identified potential organisations to work with to develop applications manage Loggerheads, Great Wyrley and Cheslyn Hay Libraries.
- 28. We have not yet identified an organisation to manage and deliver Talke Library and will work with Support Staffordshire our Third Sector partner to develop a solution for this community.
- 29. Examples of Community Managed Libraries in Staffordshire can be found on our website: <https://www.staffordshire.gov.uk/leisure/librariesnew/Help-shape-library-service/managed-libs/Examples-of-Community-Libraries-in-Staffordshire.aspx>

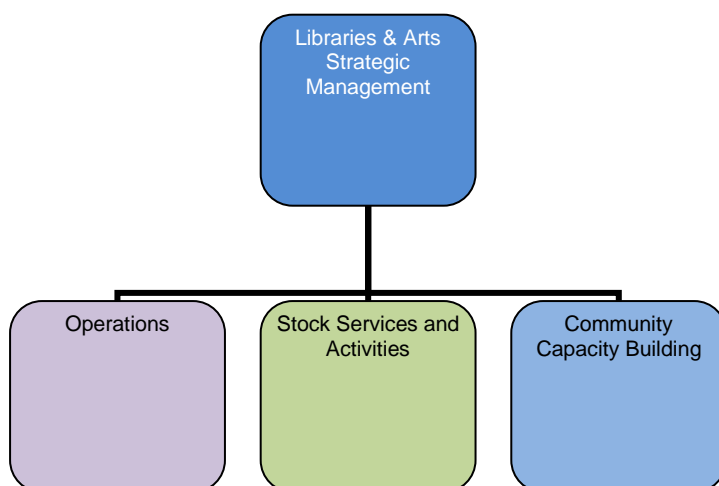
**Community Managed Libraries – support**

- 30. During our transformation we wanted to ensure that our libraries do not just ‘survive’, but flourish, and make an even greater difference in local communities. Our vision was, and continues to be, that we will work with organisations to develop a thriving and exciting library offer.
- 31. Figure 4 below details the support that we offer Community Managed Libraries:



- 32. To ensure that communities are confident and equipped to take on the management of their local library, we developed a strong package of support.
- 33. Staffordshire County Council continues to maintain all library buildings and pay agreed running costs including cleaning and grounds maintenance.

- 34. We continue to provide the book stock and any income generated through over dues, requests or charged stock can be used by the Community Managed Library to re-invest into their library service.
- 35. We provide access to the library management system, online subscriptions, public internet access and WiFi with the same level of system support that we give to all libraries within our network.
- 36. The public consultation highlighted that access to paid members of staff across the 23 libraries which were proposed as Community Managed and Community Delivered was essential and this was therefore built into the model which Cabinet agreed.
- 37. We appointed a Community Capacity Manager and a team of Officers who work with our community managed organisations to provide professional guidance and expertise to ensure that the statutory library service continues to be delivered (see Figure 5 below).
- 38. Figure 5 – High level functions



- 39. The Community Support Officers work across the county to support clusters of libraries. Their role purpose is to build strong relationships and develop effective partnerships within communities to ensure the sustainability of the Community Managed and Community Delivered library service.
- 40. Working alongside the Community Support Officers are the Stock Services & Activities Officers. Their role is to provide direction and support for Staffordshire County Council Managed Libraries to increase participation in the library service; and provide indirect support for Community Managed Libraries, ensuring all communities across Staffordshire have access to relevant activities and resources.
- 41. A key task for our paid staff has been the development and delivery of an extensive training programme for all volunteers. The training has been followed up with 2 weeks of direct on-site support once each has library transferred to ensure that the volunteers are confident in delivering a high quality library offer.

42. The feedback from all community managed library organisations and their volunteers has been excellent and we believe that our continued commitment to these libraries helps to ensure that they remain vibrant spaces at the heart of communities.

### **County Council Managed Libraries**

43. All of our libraries changed as part of the Libraries Transformation and all Library staff work within a new operating model alongside volunteers.

44. We continue to manage and deliver the statutory library service to encourage increased engagement and programmes of activity which promote literacy, learning, prosperity and wellbeing within communities.

45. During 2016 the library service participated in the following initiatives which underpin the Society of Chief Librarians' Universal Library Offers: World Book Night, Staffordshire Day, Celebrating Shakespeare, Mental Health Awareness Week, Dementia Awareness Week, World Mental Health Day, Volunteers Week, Health Information Week, Young Teen Fiction Award Celebration, Young Poet Laureate, Summer Reading Challenge, Staffordshire History Festival, Fun Palaces, Festival of Learning and Get Online Week.

46. There are also new opportunities to engage with people through code clubs, dementia sessions, reading well and job clubs which are held at many of our libraries

47. Between April-Sept 2016 41,447 people attended events in libraries and 2,239 people attended outreach activities.

48. Remaining relevant to communities continues to be a challenge; between April – December 2016 library visits to County Council Libraries decreased by 5%, issues decreased by 13% and new members decreased by almost 8%. Trend graphs detailing visits, issues and new members can be found in Appendix B.

49. The way in which people use libraries in Staffordshire is in line with national trends. Figure 6 <sup>1</sup>below compares Staffordshire against the other English Shire counties and Library authorities in England.

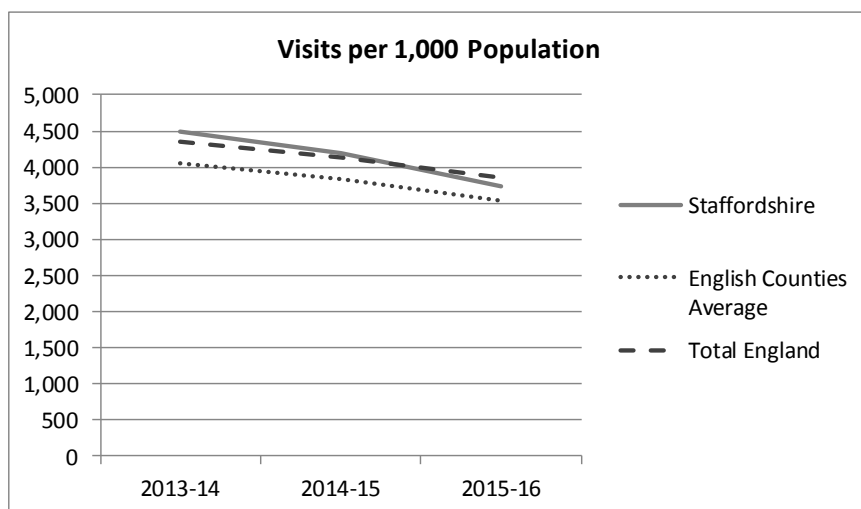
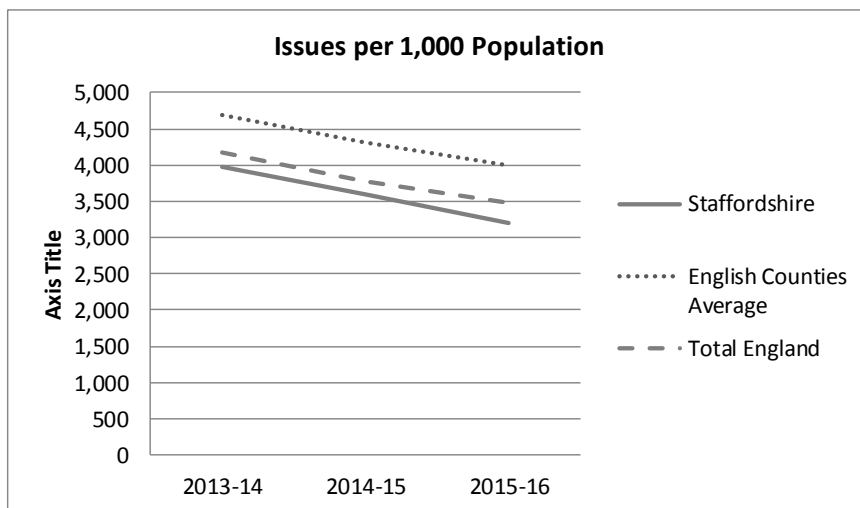
50. While at County Council Managed Libraries visits and issues are falling in line with national trends, there has been an increase in visits at the following Community Managed Libraries: Norton Canes (29%), Werrington (12.3%), Baswich (12%), Hednesford (5.7%) and Barton (0.6%).

51. In January 2017 there was also a 12.5% increase in new members across the 11 libraries that have transferred to community management.

52. Figure 6:

---

<sup>1</sup> CIPFA Public Library Statistics Actuals 2013-16



### Mobile Library Service

- 53. The Mobile & Travelling Library Service was reviewed during 2015/16 and following public consultation a new model was implemented in April 2016. The service is now delivered via two Mobile Libraries and one Travelling Library.
- 54. This review realised savings of £350,000 and as agreed as part of the 2016 MTFS the service will be reviewed again during 2018/19.
- 55. Through business as usual the routes were reviewed in October 2016 resulting in recommended changes based on low or no use and customer requests.

### Library Relocations

- 56. The business case for the Newcastle Civic Hub, which includes relocating Newcastle Library was agreed in September 2014.
- 57. The Civic Hub, overlooking the Queens Gardens in Newcastle, will bring together services from the borough council, county council and police under one roof within the town centre when it opens later this year.



58. A delegated decision was taken in July 2016 to relocate Lichfield Library to the ground floor of St Mary's in the Market Square in 2018. This will ensure that the city has a first-class and sustainable library for the next 30 years, and will safe guard an historic building from closure.
59. The new library at St Mary's will be a fully accessible and flexible space incorporating many of the original building features including the chapel, pews and organ.
60. Meeting and performance space will be created by the Guild of St Mary's on the first floor alongside the Lichfield History Access Point which will give access to digitised archive materials and local and family history resources.
61. During February 2017 the relocation of Lichfield Library was discussed briefly in Parliament. Michael Fabricant MP praised the Library Service's work in Lichfield, suggesting that the county council could be a model of good practice.
62. The Parliamentary Under-Secretary of State for Culture, Media and Sport, Mr Rob Wilson welcomed the approach that has been taken at Lichfield library congratulating Staffordshire County Council on its work. Rob Wilson reaffirmed that local authorities need to think imaginatively about how libraries can deliver their priorities, and stated that the ambition document recently published through the Libraries Taskforce challenges them to do so. He concluded "Standing still is really not an option. I encourage local authorities to embrace change and to be bold in finding solutions, as Staffordshire has done".

## **Summary**

63. The Libraries Transformation programme delivered £1.675m savings however further savings of £1.3m have been identified in the MTFs between 2018/19 – 2020/21
64. Through the transformation programme we learnt the importance of a clear narrative and the need to be transparent and honest with stakeholders and our workforce. Listening and responding to stakeholders enabled us to act collaboratively and lead thoughtfully as we developed and implemented our model.
65. In December 2016 DCMS published Libraries Deliver: Ambition for Public Libraries in England 2016-2021 (Appendix C).
66. The report advocates a "Libraries First" approach and highlights that libraries support other public services to achieve outcomes that are essential for individuals and communities to flourish (see Figure 7 below<sup>2</sup>).
67. Figure 7

---

<sup>2</sup> Libraries Deliver: Ambition for Public Libraries in England. DCMS 2016



68. Libraries are strong partners in delivering agendas across the public sector, including health and wellbeing, digital inclusion, literacy, life skills and social cohesion.

69. It is essential therefore as we develop a Libraries Strategy for the future that we continue to work with internal and external partners to ensure that not only does the library service remain relevant but that it is sustainable.

### Link to Strategic Plan

#### Enjoying Life

25 - Encourage local people to participate in social and leisure activities that they enjoy by promoting the attractiveness of the County to businesses and residents

25.13, 25.15, 25.16 – Support communities and individuals to take an active role in managing and delivering their local libraries

25.17 – Manage and deliver the statutory library service

25.18 – Plan and deliver the relocation of Newcastle and Lichfield libraries

### Link to Other Overview and Scrutiny Activity

“Libraries in a Connected Staffordshire” has been discussed by the Prosperous Staffordshire Select Committee on:

Part 1 - 19 December 2013

Part 2 - 12 May 2014

Part 3 - 23 January 2015

### **Contact Officer**

Janene Cox OBE - Commissioner for Culture & Communities

Telephone No: 01785 278368

Address/e-mail: [janene.cox@staffordshire.gov.uk](mailto:janene.cox@staffordshire.gov.uk)

### **Appendices/Background papers**

Cabinet report 18 February 2015 – Libraries in a Connected Staffordshire: Part 3

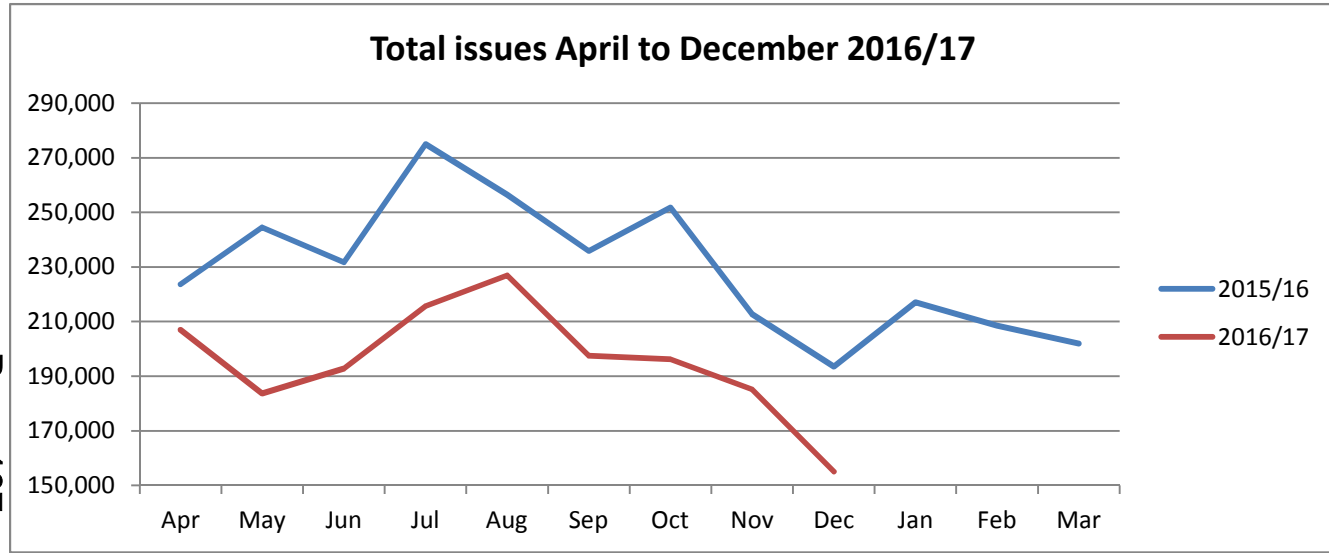
<http://moderngov.staffordshire.gov.uk/ieListDocuments.aspx?CId=123&MId=6555&Ver=4>

Libraries Deliver: Ambition for Public Libraries in England. DCMS 2016

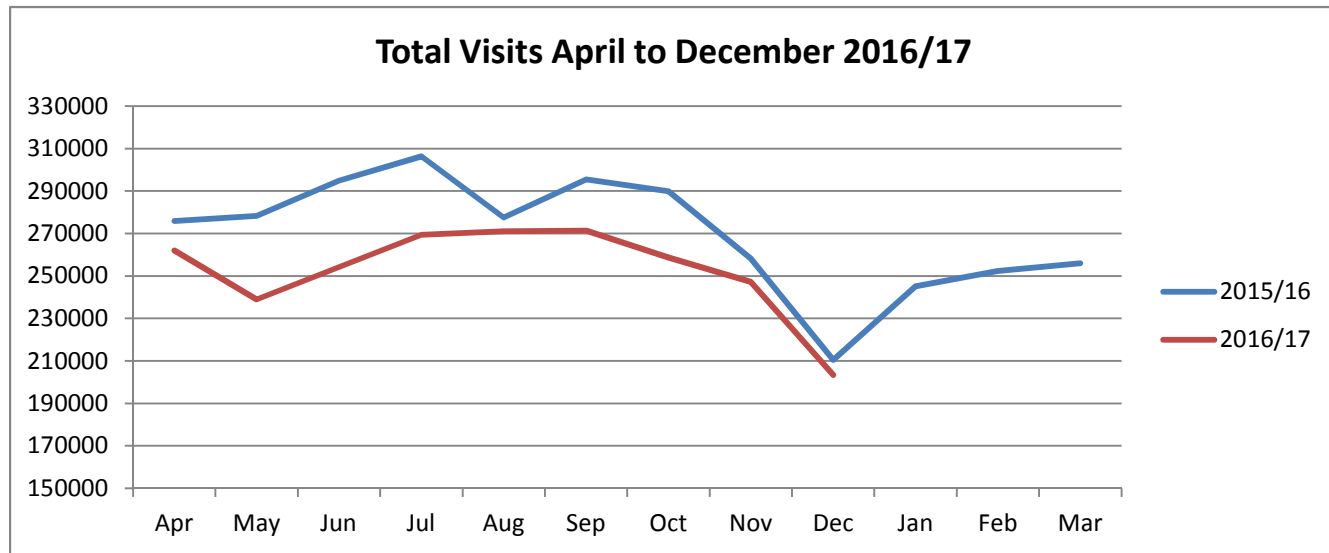
<https://www.gov.uk/government/publications/libraries-deliver-ambition-for-public-libraries-in-england-2016-to-2021>

### **Appendix A – Performance trends**

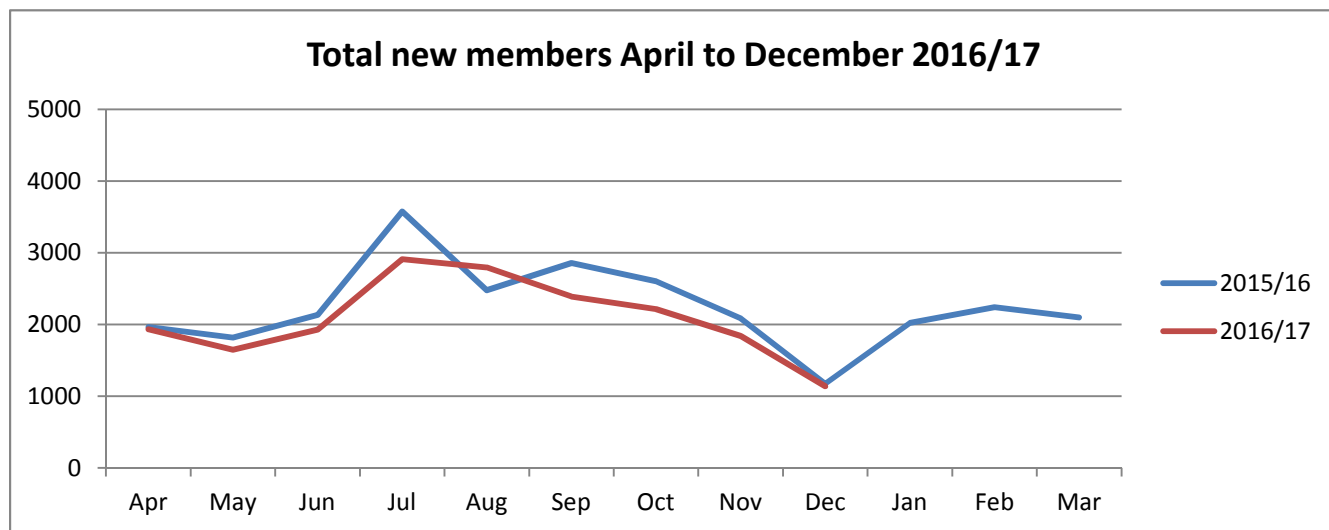




|     | 2015/16 | 2016/17 | % change |
|-----|---------|---------|----------|
| Apr | 223,627 | 207,039 | -7.4%    |
| May | 244,538 | 183,690 | -24.9%   |
| Jun | 231,783 | 192,836 | -16.8%   |
| Jul | 275,034 | 215,614 | -21.6%   |
| Aug | 256,441 | 226,926 | -11.5%   |
| Sep | 235,833 | 197,504 | -16.3%   |
| Oct | 251,772 | 196,239 | -22.1%   |
| Nov | 212,724 | 185,144 | -13.0%   |
| Dec | 193,496 | 155,045 | -19.9%   |
| Jan | 217,029 |         |          |
| Feb | 208,486 |         |          |
| Mar | 201,914 |         |          |



|     | 2015/16 | 2016/17 | % change |
|-----|---------|---------|----------|
| Apr | 275,856 | 262,083 | -5.0%    |
| May | 278,350 | 238,904 | -14.2%   |
| Jun | 294,814 | 254,160 | -13.8%   |
| Jul | 306,311 | 269,413 | -12.0%   |
| Aug | 277,549 | 271,075 | -2.3%    |
| Sep | 295,517 | 271,318 | -8.2%    |
| Oct | 289,892 | 258,768 | -10.7%   |
| Nov | 258,185 | 247,301 | -4.2%    |
| Dec | 210,426 | 203,335 | -3.4%    |
| Jan | 245,086 |         |          |
| Feb | 252,418 |         |          |
| Mar | 256,054 |         |          |



|     | 2015/16 | 2016/17 | % change |
|-----|---------|---------|----------|
| Apr | 1,966   | 1,934   | -1.6%    |
| May | 1,816   | 1,646   | -9.4%    |
| Jun | 2,133   | 1,931   | -9.5%    |
| Jul | 3,575   | 2,909   | -18.6%   |
| Aug | 2,476   | 2,796   | 12.9%    |
| Sep | 2,855   | 2,389   | -16.3%   |
| Oct | 2,603   | 2,214   | -14.9%   |
| Nov | 2,086   | 1,840   | -11.8%   |
| Dec | 1,176   | 1,139   | -3.1%    |
| Jan | 2,023   |         |          |
| Feb | 2,241   |         |          |
| Mar | 2,100   |         |          |

