

**Prosperous Staffordshire Select Committee**

Friday, 18 January 2019

**10.00 am**

Oak Room, County Buildings, Stafford

**NB.** Members are requested to ensure that their Laptops/Tablets are fully charged before the meeting

John Tradewell  
Director of Corporate Services  
10 January 2019

---

**A G E N D A**

1. **Apologies**
2. **Declarations of Interest**
3. **Minutes of the Prosperous Staffordshire Select Committee held on 14 December 2018** (Pages 1 - 4)
4. **Countryside Estate Review – Final Proposals for Management and Delivery** (Pages 5 - 104)  
  
Report of the Cabinet Member for Communities and the Cabinet Member for Economic Growth
5. **On-Street Parking Strategy and Forward Programme of Pay & Display Parking** (Pages 105 - 128)  
  
Report of the Cabinet Member for Highways and Transport
6. **Staffordshire Safer Roads Partnership** (Pages 129 - 138)  
  
Report of the Cabinet Member for Highways and Transport
7. **Work Programme** (Pages 139 - 148)



## 8. Exclusion of the Public

The Chairman to move:-

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

---

### **Part Two**

(All reports in this section are exempt)

nil

## 9. Update on Section 53 Applications

(Pages 149 - 152)

Report of the Cabinet Member for Highways and Transport and the Cabinet Member for Finance

### **Committee Membership**

Ron Clarke	Rev. Preb. M. Metcalf
Tina Clements	Ian Parry (Chairman)
Mike Deakin	Kyle Robinson
Keith Flunder	Jessica Shulman
Julia Jessel (Vice-Chairman)	David Smith
Bryan Jones	Simon Tagg
Andrew Mason	Bernard Williams

### **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.

**Minutes of the Prosperous Staffordshire Select Committee Meeting held on 14 December 2018**

Present: Ian Parry (Chairman)

**Attendance**

Ron Clarke	Kyle Robinson
Mike Deakin	Jessica Shulman
Keith Flunder	David Smith
Julia Jessel (Vice-Chairman)	Simon Tagg
Bryan Jones	Bernard Williams
Rev. Preb. M. Metcalf	

**Also in attendance:** Philip White

**Apologies:** Tina Clements

**PART ONE**

**29. Declarations of Interest**

There were none at this meeting.

**30. Minutes of the Prosperous Staffordshire Select Committee held on 15 November 2018**

**RESOLVED** – That the minutes of the Prosperous Staffordshire Select Committee held on 15 November 2018 be confirmed and signed by the Chairman.

**31. Education and Skills Strategy: A Partnership Framework for Staffordshire**

The Committee considered the Education and Skills Strategy which was currently out for consultation. Members were informed that, whilst Ofsted had judged that 84% of schools in Staffordshire were “Good” or “Outstanding”, overall outcomes for Staffordshire’s young people remained below average, particularly at Key Stage four and five. There was also too much variation between schools.

Improving Education and Skills “so that more people gain the training and qualifications they need to succeed” was one of the County Council’s strategic priorities. However the Council’s statutory role in education had diminished as the accountability of individual schools and trusts and the Regional Schools Commissioner had increased. There was now a complex mix of relationships and accountabilities which meant that no single institution or organisation could impose or affect significant, system-wide change on its own. The County Council championed better outcomes for children and young people but did not have the authority, responsibility, control or resources to determine those outcomes. The draft Education and Skills Strategy was a “partnership framework” developed by a reference group of education and skills providers and partners from

across Staffordshire. It proposed a shared leadership approach that was evidence based, outcomes-focused and underpinned by peer support and challenge. It was a strategy for Staffordshire, not a County Council strategy, and required the support of the Council and from across the education and skills sector. Members were informed that the role of local authorities in education had been evolving to focus on three key areas of responsibility: as a convenor of partnerships; as a champion of children, families and communities; and as a maker and shaper of effective commissioning. The consultation would run until 21 December 2018, after which the reference group would review the responses and it was anticipated that the final strategy would launch by April 2019.

A member commented that it was important to give sufficient consideration to the impact of children's mental health and wellbeing on school performance. The Cabinet Member responded that this strategy was overlaid with the SEND strategy and gave a commitment to put more funding into the High Needs Block should this become available. A member also commented that it would be important for the strategy to be more strident in stating the expectation of commitment from partners. It was essential that the Partnership Board had representatives from the appropriate level within the organisations that they were representing in order that they had the authority to make decisions. It was also suggested that the Board should draw on examples of best practice from schools in similar settings, and that greater emphasis should be put on the role of parents in the education system.

In order to enable better monitoring of variations members requested that the data on performance indicators contain a further breakdown by localities in Staffordshire. They also asked that details of the number of students who leave education and go on to employment be included, as well as details of the type of employment. Members recognised that there was a need to upskill the workforce in the County and that it was important to work with employers on this, so that more children left school "work ready" with a broader skills base. It was acknowledged that levels of aspiration were low in Staffordshire, and that the link between aspirations at primary school and the transition to secondary school should be investigated in more depth. A member commented that they would like to see an aspirational culture reflected throughout the education system and requested that within the principles included in the strategy the third principle be amended to say that every child and young person be "motivated" or "encouraged" to achieve. Members also commented that the phrase "equal opportunity" in this principle was questionable, given that there was competition for places in high performing schools. A Parent Governor representative queried whether the strategy only related to mainstream schools but was assured that it also aimed to raise attainment in special schools. Parent Governor representatives asked for the opportunity for a more creative conversation between parents and the local authority on education matters.

The Committee discussed what would be a reasonable timeframe to establish and embed the strategy and report back on progress. It was agreed that it should be at the end of the 2019/20 academic year.

**RESOLVED** – That:

- a) The comments of the Prosperous Staffordshire Select Committee be fed into the Consultation Process; and
- b) An update on the progress on the Education and Skills Strategy be brought to a future meeting of the Committee.

### **32. Review of Elective Home Education - Executive Response Action Plan**

Members considered the Executive Response to the final report and recommendations of the Review Group on Elective Home Education. The Review Group had held an inquiry session where it had met with a range of Staffordshire parents who had elected to home educate their children, as well as head teachers and officers, to help establish the level of EHE in Staffordshire and the reasons for becoming EHE, specifically why the numbers of these had risen so significantly. The most significant rise in numbers was around poor school attendance and avoiding prosecution/exclusion. The Review Group had concerns over the reasons for this rise, which was mirrored nationally, and hoped that their recommendations would help to mitigate these concerns. Of the four recommendations which they had made, the Cabinet Member agreed three, namely:

- That the Cabinet Member support representations being made to Ofsted about the mechanism in place to take account of the reasons for de-registration and, where there is a disproportionately high number de-registering for EHE, consider more closely the reasons behind this.
- That the Cabinet Member consider how the annual event to celebrate the achievements of the EHE community can be supported and facilitated.
- That the introduction of a registration scheme for all children of statutory school age who are, or become, electively home educated be supported and that the Cabinet Member be asked to make representations and lobby in support of the current Private Members Bill introduced by Lord Soley on Home Education.

Members requested a copy of the letter which was to be sent to Lord Soley in support of his Bill.

In relation to the recommendation about staffing being increased in recognition of the significant increase in the numbers of EHE and the consequent implications to workload and resources the Cabinet Member responded that this would not be possible, given the significant financial challenges which the Council was facing. He informed members that he was exploring the possibility of recruiting teachers to analyse the EHE teaching curriculums which home educators were following. Members reiterated their concerns regarding the numbers of children taken out of schools, the possibility of parents being coerced into EHE, and potential safeguarding issues. They agreed that it would be important to continue to monitor this area in the future.

**RESOLVED** – That an update on Elective Home Education be brought to a future meeting of the Select Committee.

### **33. Work Programme**

The Select Committee received a copy of their Work Programme for 2018/19. They noted that an item on the Car Parking Strategy had been added to the meeting in January 2019 and that the item on the Economic Growth Programme had been moved back to the March meeting. It was agreed that a follow-up item on the reorganisation of further and higher education arrangements with Entrust should be included for a future meeting.

The Chairman requested that the following guidelines be followed to in relation to presentations to the Select Committee: that they have no more than seven slides; that they be no longer than ten minutes; and that they be made by the relevant Cabinet Member.

**RESOLVED** – That the above additions/amendments to the Work Programme 2018/19 be agreed.

**Chairman**

Local Members' Interest
N/A

## **Prosperous Staffordshire Select Committee – 18th January 2019**

### **Countryside Estate Review – Final Proposals for Management and Delivery**

#### **Recommendations**

- a. That the Select Committee considers and comments upon the recommended approach to develop a sustainable future for Staffordshire's countryside estate;
- b. That the Select Committee considers the proposed implementation plan and associated scheme of delegation.

#### **Report of Councillor Gill Heath, Cabinet Member for Communities and Councillor Mark Winnington, Cabinet Member for Economic Growth**

### **Summary**

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

1. The purpose of this report is to:
  - a. Provide a summary of the management solutions explored, in line with the four preferred delivery options previously agreed by Cabinet in October 2015 (retain in-house with new operating model; transfer management externally; partnership of landowners / managers; not-for-profit body or charitable body).
  - b. Set out and seek approval for an appraisal process to determine the most appropriate management solutions for the estate.
  - c. Seek approval for a recommended package of management solutions with an associated implementation plan and a scheme of delegation

### **Report**

#### **Report Summary**

2. The county council is responsible for a large countryside estate and public rights of way network, which bring with them wide ranging statutory and legal requirements. At a time of budget pressures, the resources needed to manage and maintain them are being further constrained by pressures from higher visitor numbers and recreational use. As a result, the current countryside estate operating model is not financially sustainable.
3. Building on previous work undertaken for the countryside estate review, this report puts forward final proposals for an alternative, financially sustainable operating

model for the countryside estate and public rights of way network. Based on a detailed options appraisal, the management proposals will maximise the contribution the estate makes to communities and visitors and ensure the delivery of statutory and legal requirements, while offering greater financial sustainability in the longer term.

## **Background**

4. Staffordshire County Council owns and manages a large countryside estate including six country parks, nine local amenity and picnic sites (local sites) and three greenways (disused railway lines used as multi-user routes). The Council also has a duty to maintain 4,400km of public rights of way in a safe and usable condition. While the public rights of way are not part of the countryside estate, their maintenance has been considered as part of this review as they form part of the current estate operating model. A full list and map of the sites and the rights of way network can be found in appendix 1.
5. The Countryside Estate contributes to the Council's priorities by providing green spaces to support people's health and wellbeing, contributing to quality of life and Staffordshire's attractiveness as a place to live, work and visit. By supporting active community involvement, including volunteering, the estate also contributes to community cohesion, skills development and employability. Many of the sites are significant for their natural and cultural heritage, making them important assets for our communities.
6. Managing countryside sites is not a statutory duty however ownership of these sites brings with it a range of statutory and legal requirements, from responsibilities for people's safety to environmental obligations. A list of these responsibilities is provided in appendix 2. Management of public rights of way is a statutory function under Section 130 of the Highways Act 1980.
7. The current operating model for the estate is through a countryside service based in Rural County. The wider budget for Rural County is currently £2.16 million per annum (with an additional annual capital budget of £150,000).

## **Context and objectives of the estate review**

8. The county council commenced work on a review of its countryside estate in order to address increasing challenges facing the service and to find a more financially sustainable delivery model. Early in the process it was agreed by Cabinet that there would be **no sale of countryside estate sites**, and that this review would focus on the future management of these sites.
9. The key challenge faced by the estate is from increasing demand (e.g. pressures from higher visitor numbers and recreational use) at a time when resources to support its management are significantly constrained due to budget pressures.
10. Through the county council's Medium Term Financial Strategy, Rural County is currently committed to delivering further savings of £318,000 from its net operating budget from 2019/20 through to 2020/21. The delivery of this cumulative



saving would represent a further reduction of 15% in the Rural County's 2018/19 net revenue budget.

11. In addition to this, previous budget reductions have been implemented within Rural County. When comparing the 2012/13 net revenue budget, when service savings were first introduced, with that of the final 2020/21 planned net revenue budget, the overall Rural County budget will have been reduced by a third in total.
12. Given the increasing demand and reducing budget, the current operating model for the countryside estate is not financially sustainable. The estate review therefore aims to find an alternative operating model that delivers the following objectives:
  - a. To develop a financially sustainable operating model for the countryside estate;
  - b. To ensure the delivery of statutory duties and legal requirements in relation to the estate;
  - c. To maximise the contribution the estate makes to Staffordshire's communities and visitors.

**Estate review - progress to date**

13. The countryside estate review has comprised the following steps to date:

2015	Development of ten potential options for managing the estate Early engagement with stakeholders to narrow down longlist of options Four preferred options approved by Cabinet for public consultation
2016	12 week public consultation on the four options and results fed back to Cabinet Information days were held for potential interested parties to discuss management of the estate Expression of Interest (EOI) process launched to invite external bodies to express an interest in management of some or all of the estate
2017	EOIs evaluated by a panel, followed by clarification meetings with interested parties as required Based on the EOIs, two sites were identified for transfer of management to external bodies via long leasehold agreements – Consall Nature Park and Wimblebury Picnic Area
2018	Leases under negotiation for Consall and Wimblebury and legal drafting commenced. Final heads of terms were approved via the Property Sub-Committee on 7 February 2018 Work undertaken to develop options for remaining sites

14. The EOI exercise undertaken in 2017 was primarily exploring interest in sites on the basis of no funds being exchanged and was therefore not a full procurement process. The exercise provided valuable insight:
- a. A number of organisations, including environmental bodies and commercial companies, expressed an interest in managing sites however they would require some funding in the form of contractual payments or a dowry plus security of tenure to be able to manage the sites effectively;
  - b. More detailed information on the sites would be required to inform and effectively manage any future procurement exercise;
  - c. There is a great deal of interest in countryside sites from local communities, however many of the groups did not feel able to take on the full management of sites without considerable professional support and with the county council retaining the more complex on-site liabilities.

### **A sustainable future – development of final management proposals**

15. Using the lessons learned from the EOI exercise, work has been completed to develop final management proposals for the countryside estate. This has included:
- a. Exploration of how the estate could become more financially sustainable
  - b. Considering the point above, appraisal of potential management options and development of recommendations.

### **Increasing financial sustainability of the countryside estate**

16. There are two key mechanisms for increasing financial sustainability of the countryside estate:
- a. Minimising operating costs
  - b. Maximising income by broadening the funding base
17. These two mechanisms have been explored in some detail to identify how they could be achieved.

### **Minimising operating costs**

18. Developing a revised operating model that focuses on delivering priority management tasks to meet legal and statutory requirements will be key to any delivery option going forwards. MTFS commitments will be delivered through a revised operational model which is focused on the delivery of these priorities, and will also include a review of equipment, vehicles and plant.
19. There are opportunities to develop community involvement in the sites and to increase levels of volunteering, and this will be important in any operating model going forwards. This has multiple benefits, critically developing a sense of

ownership and involvement by local people which then contributes to health and societal benefits, and also enabling local people to contribute directly to the management of their local site. However, it should be noted that while volunteering can help to support management operations, it is an activity which in itself requires investment to ensure effective support and coordination.

20. There may also be opportunities to outsource some work elements where this can be demonstrated to be more cost-effective, and to link up with other partner organisations where there are economies of scale.

### **Maximising income**

21. The other mechanism to increase financial sustainability is to grow income and broaden the funding base. The countryside estate is currently mostly funded by council core resources, supported by income generated through leases, concessions, licences, sales and car parking charges at limited sites.

22. A wide range of potential income sources have been explored with a focus on how realistic they are given the considerable constraints on the sites; a number have been discounted as they are unlikely to offer a significant payback, while others have significant potential and will need to be incorporated into any operating model going forward.

23. Key income sources going forward will include:

- a. **Car parking charges** – charging for car parking is an important way to support management of country parks and is a practice used by many other local authorities and countryside bodies. There are some complexities for some of our sites, for example at Cannock Chase potential impacts on the Special Area of Conservation must be considered with any changes to parking and will need to be linked to a broader strategy. Analysis is required to ensure sites are cost-effective as there is an infrastructure and management cost to consider. Charging for parking can be unpopular with site users but is now common practice on other sites and tends to be more acceptable when it is clear that the income generated is supporting site management.

- b. **Buildings and visitor facilities & activities** – some income is already generated through leases of buildings (including the business units at Chasewater), sales (e.g. gift shops, Christmas trees) and trading concessions. There is scope to review how some buildings are utilised to explore how they can enhance the visitor offer and / or generate income to support site management. Café facilities could be significantly enhanced along with other site infrastructure however these would require investment to realise their full potential.

- c. **Events** – some income is generated through hosting events on the sites; there is scope to develop this further at some locations although this must always be in line with conservation interests on the sites.

- d. **Agri-environment grants** – key sites are already in the countryside stewardship schemes and delivering these will be a priority in any operating model. This is the main source of grant aid that supports habitat management.
  - e. **Membership, sponsorship and giving** – many organisations that run countryside sites derive a significant income from membership, donations, sponsorship and crowd funding. The success of this will vary depending on the operating model however in scenarios involving charitable trusts there is greater potential to support management through this income stream.
  - f. **Grants for site improvements and development** – the ability to access one-off grants for site improvements will be important to any future model.
24. The following potential income sources were explored but have been discounted at this stage due to low viability or the nature of the estate and the environmental constraints that limit potential development:
- a. Renewable energy generation
  - b. Timber
  - c. Advertising
  - d. Site development for other uses (e.g. camping)
  - e. Payment for ecosystem services / Biodiversity & carbon offsetting
  - f. Social prescribing
  - g. Developer-related contributions
25. Further details of these income sources and their potential viability are given in appendix 3. As stated previously; the sale of countryside estate sites is **not an option** for the county council, following the commitment made previously by Cabinet.

### **Potential operating models**

26. Cabinet had previously identified four options that merited further exploration for the countryside estate:
- Option 1. Retain in-house with a revised operating model
  - Option 2. Transfer management to another body
  - Option 3. Develop a partnership approach with other appropriate bodies
  - Option 4. Establish a charitable trust or social enterprise to operate the estate
27. In all scenarios, freehold ownership of the estate would remain with the council, but management activities might be operated by other parties under appropriate long-term leases or agreements. These options have been appraised to determine which might be best placed to offer a sustainable future for the estate, including their ability to deliver the financial sustainability mechanisms outlined above. An appraisal was completed based on four weighted factors:
- a. Efficient operating model that is achievable, flexible and resilient to future change

- b. Ability to generate income and secure additional funding to enhance the visitor experience
- c. Ability to attract and retain volunteers and engage communities
- d. Ability to meet legal and environmental requirements

28. The sites were appraised based on broad groupings, reflecting similarities in complexity and type of management. Note that this appraisal included maintenance (but not management) of public rights of way and did not include Consall or Wimblebury due to their on-going lease negotiations. Each measure was given a percentage weighting, and each option was then scored out of ten against each measure – the highest possible score would therefore be 1000. The outcome of the appraisal is summarised in the following table, and full details can be found in appendix 4.

Sites	Category	Option 1	Option 2			Option 3	Option 4
		Retain in house	Transfer to environmental body	Transfer to commercial body	Transfer to community body	Partnership	Trust
Cannock Chase	Large country parks	<u>760</u>	<u>835</u>	705	515	710	<u>770</u>
Chasewater		<u>760</u>	<u>745</u>	675	515	710	<u>770</u>
Apedale	Small country parks	<u>780</u>	<u>795</u>	705	585	725	<u>790</u>
Deep Hayes							
Greenway Bank							
Brownshore Lane (Essington)	Major local sites	<u>755</u>	<u>725</u>	595	<u>725</u>	625	<u>750</u>
Froghall							
Hatherton							
Hanchurch Hills							
Redland Claypit							
Sevens Road							
Hanbury Common	Minor local sites	<u>555</u>	500	<u>665</u>	<u>710</u>	500	545
Oakamoor							
Leek to Rushton	Greenways	<u>605</u>	475	<u>620</u>	530	475	545
Oakamoor to Denstone							
Stafford to Newport							
Public rights of way maintenance		<u>590</u>	320	<u>585</u>	465	320	435

29. The options appraisal identifies that:

- a. For all country parks, transferring management to an environmental body, creating a bespoke trust or retaining in-house are the best options. Transfer to

an environmental body scores particularly well for Cannock Chase (though this would depend on the particular skills and experience of the environmental body) as it would be likely to have the expertise and resilience to offer a sustainable future for this complex site. A bespoke charitable body could be effective though would require a 'critical mass' to be viable.

- b. Major local sites could remain in-house, form part of a bespoke trust's portfolio linked with larger sites, or management could be transferred to environmental or community groups.
- c. Minor local sites could have management transferred to community bodies, be managed through a commercial body or be retained in-house. It should be noted that while community management would be ideal for these sites, there was limited interest in the previous EOI exercise and capacity building would probably be required.
- d. For greenways and public rights of way, commercial or in-house options scored best.
- e. The partnership option did not score well for any category of site; this was largely due to concerns over feasibility of this type of arrangement based on previous exploration. However, it should be noted that this does not mean that the council would not work in partnership – this could still be incorporated within other management models but it is not recommended as an option in its own right.

### **Potential ways forward**

30. Based on the outcomes of the options appraisal and considering how options might work in combination across the estate, three potential management proposals are identified below for consideration:

#### **Management Proposal 1 – default option**

31. This approach would be to retain management of the entire estate in-house under a revised operating model. However, based on consideration of the financial sustainability of the estate and the outcomes of the appraisal, this option should include the following measures:

- a. Revised operating model through restructure of the staff unit;
- b. Development and investment in volunteering and community capacity building;
- c. Exploration of external contractual arrangements to deliver some maintenance operations where this proves cost-effective;
- d. Development of income streams (e.g. car park charges at key sites, visitor centres and cafes, more effective utilisation of buildings, donations and philanthropy) and retention / ring-fencing of generated income within the service to support maintenance and improvement of sites, supporting future financial sustainability.

## **Management Proposal 2 – Transfer to environment body / trust / in-house**

32. Based on the outcomes of the options appraisal, this proposal would explore the transfer (a long-term lease) of the country parks and major local sites to environmental bodies as a preferred route. The first step would be to run a detailed procurement exercise to determine which sites have potential to transfer to established and suitably skilled bodies and to determine whether this is cost-effective.
33. If a number of sites remain, the second step would be to explore the potential viability and cost of establishing a bespoke charitable body to manage the sites. Otherwise, remaining sites would be retained in-house.
34. Under this management proposal, minor local sites, greenways and rights of way would be retained in-house, and incorporate the sustainability measures outlined in management proposal 1 above.

## **Management Proposal 3 – Transfer management to a trust / in-house**

35. Under this proposal, a charitable trust / not-for-profit body would be established to manage all the country parks and major local sites via a transfer (long-term lease). The minor local sites, greenways and rights of way would be retained in-house with the sustainability measures outlined in management proposal 1 above.

## **Conclusion and recommended approach for future management**

36. Based on the options appraisal, management proposal 2 is the preferred option and we would welcome the Committee's views on this proposal. Established environmental bodies, if equipped with the required capacity and expertise and under an appropriately funded agreement, would have benefits over a newly created trust for managing country parks and local sites: they are already in existence, are likely to have capacity and track record to secure funding, and have expertise and experience to support management and enhancement of sites.
37. A newly created trust would take time to set up and become established. There are examples of other local authorities that have transferred their sites to environmental organisations and opportunities to learn from their experience. Similarly to the transfer of the Consall Nature Park and Wimblebury Picnic Area sites, it is proposed that a long leasehold arrangement would be granted for each site in order to transfer and secure the management liabilities upon the incoming tenant. Such long-term lease arrangements would also give the tenant(s) certainty to apply for appropriate future funding.
38. If no or only limited sites are able to transfer to environmental bodies, the trust would be the next best option. It would be likely to take much longer to establish and would require support and funding from the Council for some time but may be able to develop a more sustainable future for the sites in the longer term. As above there are good examples of trust models from other areas, both for countryside sites but also for cultural offers, which we can learn from.

39. The procurement process would take some time, so the county council would operate under Management Proposal 1 while this work is undertaken. A restructure of the operational model would be undertaken ahead of any procurement. This will meet the MTFs commitment within the required timescale and ensure an efficient and sustainable operating model going forwards.
40. Beyond the holding period, the small sites, greenways and rights of way are unlikely to be of interest to environmental bodies and could limit the viability of a trust. These are therefore proposed to remain in-house under this management proposal, but with measures in place to increase sustainability, including:
- a. Development and investment in volunteering and community capacity building;
  - b. Exploration of external contractual arrangements to deliver some maintenance operations where this proves cost-effective;
  - c. Investment in enhancement of sites and facilities plus development of income streams (e.g. car park charges at key sites, visitor centres and cafes, more effective utilisation of buildings, donations and philanthropy) and retention / ring-fencing of generated income within the service to support maintenance and improvement of sites, supporting future financial sustainability.
41. Should any country parks or local sites remain un-transferred and if a trust or charitable body proved non-viable for the remaining portfolio, then the sites are proposed to remain in-house with the measures outlined above.
42. This recommended management proposal reflects the update given to Select Committee in May 2016 following the countryside estate review public consultation. An in-house management arrangement with greater emphasis on reducing operational costs was the option that received the greatest proportion of public support. As a result, it was outlined to Committee at that time that this arrangement would continue to be implemented until any new management proposals were in place.
43. The consensus amongst consultation respondents was that national charitable organisations and local community groups were felt to be preferable to become involved with the management of the estate. This was because they have plenty to offer in terms of expertise, volunteers, access to funding, new ideas and local knowledge.

## Implementation

44. The following table sets out key milestones and estimated time frames for implementation of the recommended management proposal:

Task	2019/20				2020/21				2021/22			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Revise in-house operating model												
Delivery of MTFs commitments												



Develop and implement sustainability measures for in-house operation													
Develop procurement pack													
Procurement process													
Transfer negotiations with preferred bodies													
Implement transfers													
Explore creation of charitable body if required for remaining sites													
Establish charitable trust if required													

45. The implementation process will require substantial Legal, HR and Procurement support which could have significant resource implications.

**Scheme of delegation**

46. Following Select Committee, and subject to Cabinet approval of the recommended approach, it is proposed that final decisions to implement these proposals should be through delegated decision by the appropriate Cabinet Member following the detailed procurement process. However, it is also envisaged that a confidential report is submitted to Property sub-Committee seeking authority to delegate the final agreed heads of terms for the leases to an appropriate officer to authorise.

**Risks and legal implications**

47. The following risks and mitigating measures have been identified regarding the recommendations and implementation proposals.

<b>Risk</b>	<b>Mitigating Measures</b>
No external interest in managing some sites	<ul style="list-style-type: none"> <li>The implementation plan allows for this, with alternative management options incorporated within proposals.</li> </ul>
Financial implications of proposals, for example implementation cost, availability of funds to make proposals viable	<ul style="list-style-type: none"> <li>This will need to be explored as the process progresses and business cases prepared, with support from appropriate county council functions.</li> </ul>
The offers for site management are not deemed high enough quality to transfer management of some sites	<ul style="list-style-type: none"> <li>Production of a detailed procurement pack to ensure applicants have a good understanding of site management and associated resource requirements</li> <li>Establish a robust selection and appointment process to ensure sites are not awarded to</li> </ul>

	<p>other organisations or groups unless the county council has confidence in their proposals and they are deemed to 'go above and beyond' what the county council can deliver</p> <ul style="list-style-type: none"> <li>• Provision of community capacity building to allow community groups to feel supported and confident in their ability to manage local sites where there is sufficient interest</li> </ul>
<p>Risks that other organisations or groups do not manage sites to a high enough standard, and in particular, that on-site statutory and legal obligations are not being met</p>	<ul style="list-style-type: none"> <li>• Clarity within site specifications as to where liabilities, legal requirements and statutory responsibilities will sit</li> </ul> <p>Depending on the nature of the management arrangement in place:</p> <ul style="list-style-type: none"> <li>• Site management plan to be produced through collaboration between the successful applicant and county council as part of any lease agreement. This would be reviewed at an agreed frequency to ensure the plan is being implemented and is fit for purpose</li> <li>• Site management plan to be produced in collaboration between the community group and county council as part of any management agreement. This would be reviewed on a regular basis to ensure the community feels it has the support and resources to deliver the plan, and that the plan is being implemented and is fit for purpose</li> <li>• Robust contract management processes and service level agreements to be put in place, to ensure the site management plan (produced by the county council) is being delivered</li> <li>• Include sufficient termination provisions within each lease to enable the county council to take back ownership of a relevant sites(s) if not being managed to a high enough standard and/or statutory and legal obligations are not being met</li> </ul>
<p>Charitable trust model unproven as a means to manage the county council's countryside sites</p>	<ul style="list-style-type: none"> <li>• Establish best practice processes and procedures from other successful charitable trust examples</li> <li>• Carry out a targeted recruitment process for trustees, providing training where necessary to ensure trustees are suitably qualified</li> <li>• Site management plans to be produced in collaboration between the trust and county council (as part of the legal agreement</li> </ul>

	<p>produced in establishing the trust). These plans would be reviewed on a regular basis to ensure contractual requirements are being met, and that the trust is able to deliver them.</p> <ul style="list-style-type: none"> <li>• Support to be provided by the county council as part of contract management processes where needed, especially during its early stages when the trust is still finding its feet</li> </ul>
<p>Reliance on volunteers and community within management proposals</p>	<ul style="list-style-type: none"> <li>• Build on proposals and lessons learned from the implementation of the Staffordshire Library Service's management and delivery model – which has community management / delivery and the use of volunteers as a core principle</li> </ul>

48. The chosen management option and delivery organisation, in addition to any assets, title encumbrances, liabilities and statutory requirements will have implications on the legal considerations for each site across the countryside estate. On-site liabilities, existing contracts and responsibilities for property and staffing, and accountability for these will need to be highlighted as part of future service specifications; with legal documentation or contracts clearly stating where they are to be retained by or transferred from the county council, for example, legal novation agreements.
49. Where the county council enters into any agreements with external organisations (including the creation of a charitable trust) to manage or maintain sites in exchange for contractual payments or a dowry; this money would need to be ring-fenced within core budgets across future years where appropriate, to ensure these legally-agreed financial transactions can be maintained.
50. As part of any tendering, selection and evaluation processes taken forward during implementation of the recommended proposals, there is an expectation that consideration would be given to organisations' legal status, past experience and financial standing. There are also likely to be requirements in relation to insurances and health & safety and welfare of those operating on sites. The intention of these checks and obligations would be to reduce both the applicant organisation and the county council's exposure to liability.
51. Previous interest in sites from small community groups was limited in some cases by what they felt to be the daunting nature of the EOI exercise. As part of implementation proposals, community support and capacity building will be vitally important as a precursor to any future tendering processes where community management is an option. It will need to be proportionate to the sites in question, and the county council needs to allow for flexibility in its management models so as not to disadvantage applicant organisations by using a one-size-fits-all process.

## Next Steps

52. Prior to taking proposals to Cabinet in March 2019, the Select Committee is being asked to:
- a. Consider and comment on the summary of the management solutions explored, in line with the four preferred delivery options previously agreed (retain in-house with new operating model; transfer management externally; partnership of landowners / managers; not-for-profit body or charitable body).
  - b. Consider and endorse the appraisal process to determine the most appropriate management solutions for the estate.
  - c. Consider and endorse the recommended package of management solutions with an associated implementation plan and scheme of delegation to make final decisions.

## Background Documents

[Progress on the Countryside Estate, Prosperous Staffordshire Select Committee Report 14th November 2017](#)

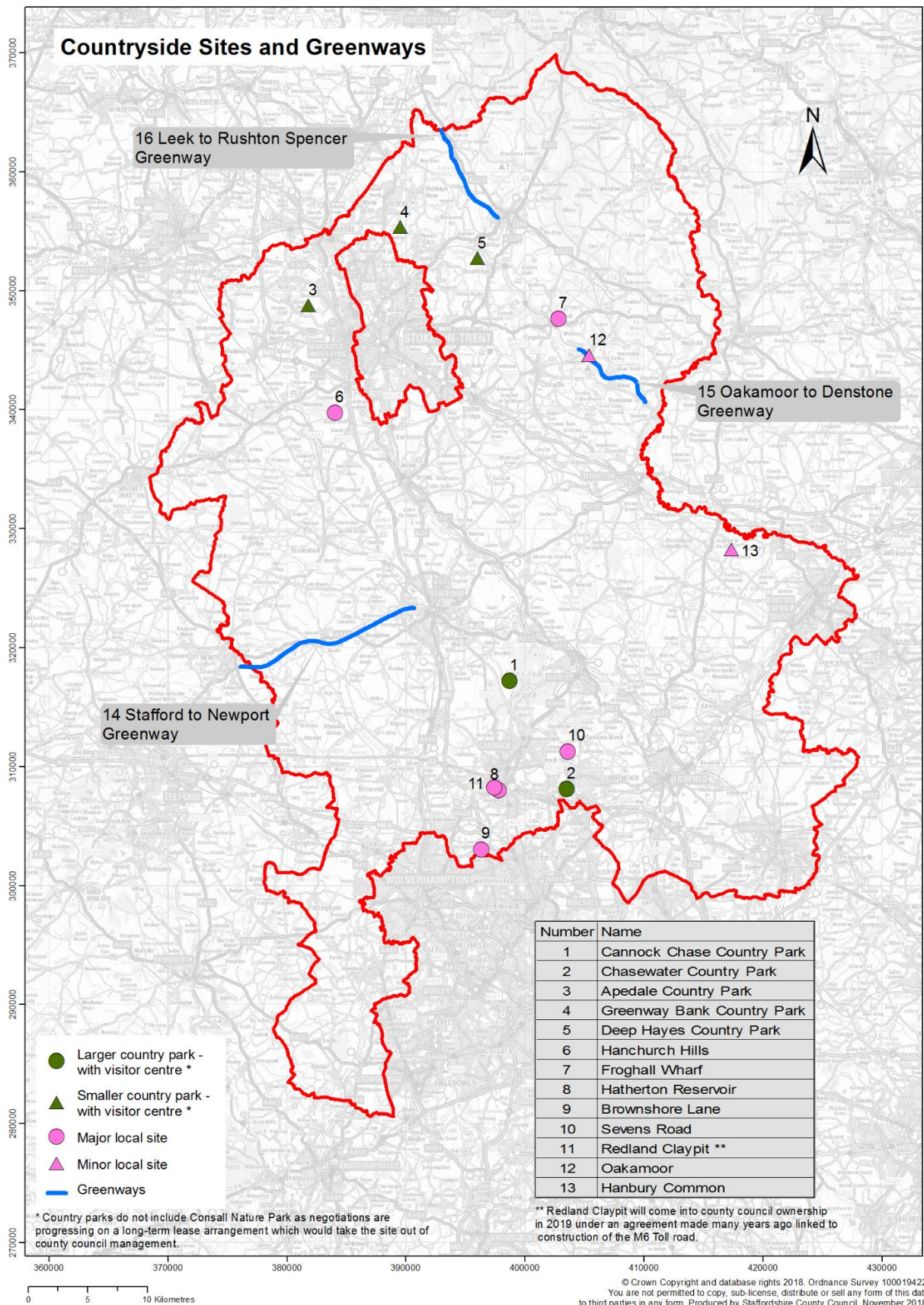
Full Community Impact Assessment

## List of Appendices

- Appendix 1** - List and map of the sites, and map of the public rights of way network  
**Appendix 2** - Statutory and legal requirements related to countryside site ownership and the public rights of way network  
**Appendix 3** - Analysis of income generation sources  
**Appendix 4** - Options appraisal  
**Community Impact Assessment – Summary Document**

**Report Commissioner:** Janene Cox OBE  
**Job Title:** Commissioner for Culture & Communities  
**Telephone No:** 01785 278368  
**E-Mail Address:** [janene.cox@staffordshire.gov.uk](mailto:janene.cox@staffordshire.gov.uk)

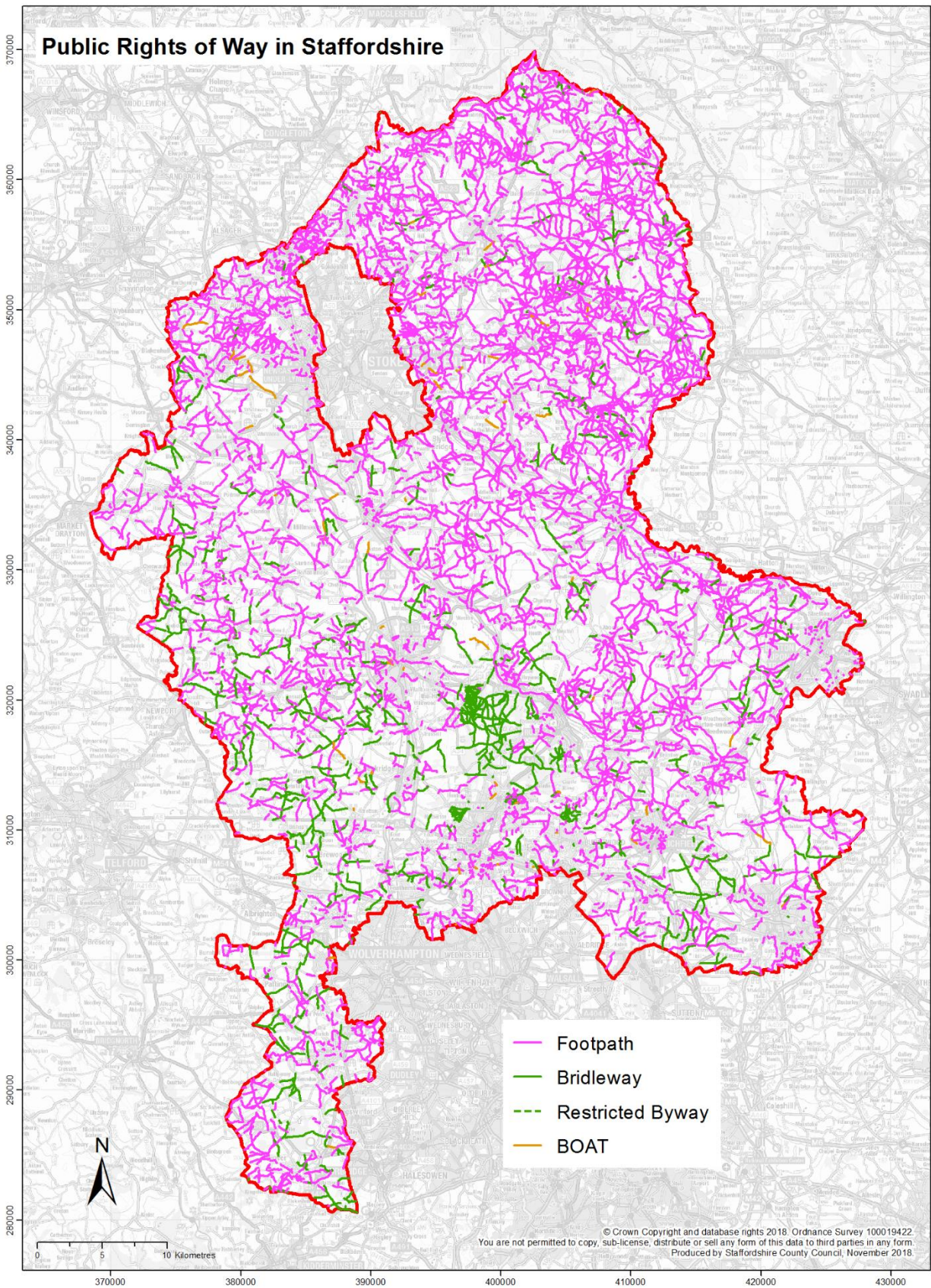
# Appendix 1 - List and map of the sites, and map of the public rights of way network



Note: The local sites do not include Wimblebury Picnic Area as similarly to Consall, negotiations are progressing on a long-term lease arrangement for this site which would take it out of county council management.



# Appendix 1 - List and map of the sites, and map of the public rights of way network



## **Appendix 2 - Rural County - Statutory and Legal Requirements**

Rural County is involved in a diverse range of functions and these functions support the Council's delivery of a range of statutory duties and compliance with legal and policy requirements. The legislation delivered by Rural County includes:

- National Parks and Access to the Countryside Act 1949
- Countryside and Rights of Way Act 2000
- Wildlife and Countryside Act 1981 (as amended)
- Natural Environment and Rural Communities Act
- The Conservation of Habitats and Species Regulations 2010
- Countryside Act
- Invasive Species Regulations
- Protection of Badgers Act 1992
- The Highways Act 1980
- The Environmental Assessment of Plans and Programmes Regulations 2004
- Town and Country Planning (Environmental Impact Assessment) Regulations 2011 (as amended)
- The Water Environment (Water Framework Directive) (England and Wales) Regulations 2003
- Flood Risk Regulations 2009
- Environmental Information Regulations 2004
- Town and Country Planning Act 1990
- Planning (Listed Buildings and Conservation Areas) Act 1990
- Ancient Monuments and Archaeological Areas Act 1979
- 1996 Treasure Act and the subsequent Treasure (Designation) Order 2002
- The Hedgerow Regulations Act 1987
- Planning and Compulsory Purchase Act
- Planning Act 2008
- Localism Act 2011
- Forestry Act 1967 as amended
- Occupiers' liability Act 1957
- The Reservoir Act 1975
- The Weeds Act 1959
- Waste (England and Wales) Regulations 2011
- Food and Environmental Protection Act 1988
- Control of Pesticides Regulations (as amended) 1997





## **Appendix 3 - Countryside Estate Review – Analysis of Income Generation Options**

### **INTRODUCTION**

One of the key objectives of the Countryside Estate Review is to develop a financially sustainable operating model for Staffordshire County Council's countryside estate. Public rights of way (PRoW) maintenance has been considered as part of this review, as this forms part of the current estate operating model.

There are two key ways to increase financial sustainability. The first of these is minimising operating costs. Going forwards, site management will focus on activities that meet our legal and statutory requirements, and PRoW maintenance will be resourced according to service standards relating to risk management. This approach will be supported by increasing volunteer and community involvement and collaborating on or outsourcing activities where cost-effective.

The second approach relates to increasing income coming into and derived from the countryside estate and its assets, thus broadening the funding base. There is currently some income generated through sources such as leases, licences, concessions, and car parking, which supplements the core county council budget for managing and maintaining sites and the PROW network.

These and other potential income sources have been considered in terms of what contribution they could make towards a financially sustainable operating model. Some have been identified as fundamental in contributing financially, some are worth considering but give less of an immediate payback, whilst others have been discounted as the net contribution they could make to the countryside estate's operating costs is negligible.

Please note, Consall Nature Park and Wimblebury have not been included within this paper's analysis due to their imminent long-term lease arrangements which will take them out of the county council's direct management.

### **KEY INCOME SOURCES**

#### **Car Parking Charges**

Using income generated through on-site car park charging to support country park management is common practice across other organisations – including local authorities.

#### **Current situation**

Cannock Chase Country Park has had pay and display arrangements on its Marquis Drive and Milford Common car parks for many years. Charges are £1 for up to 3 hours and £2 thereafter. Annual parking passes are also available for £22 per year. The two car parks plus annual pass purchases for these car parks generates in the region of £18,000 - £20,000 income per annum.

## Appendix 3 - Countryside Estate Review – Analysis of Income Generation Options

Car park charging was also introduced at Chasewater Country Park in May 2018. Whilst annual income figures are not yet available, charges are £1 for 2 hours or £3 all day. An enhanced annual car park pass costing £36 a year is also available, which can be used at Chasewater, as well as Marquis Drive and Milford Common. In 2015, Staffordshire County Council's Cabinet recommended that off-street car park charging on county council sites could be authorised by the Director of Place, following consultation with the Cabinet Member for Economy.

It was on this basis that car parking charges were introduced at Chasewater Country Park and this sets out the process by which charging on other countryside sites could be introduced – which would be on a site-by-site basis, requiring public consultation and a business case.

### Potential of Income Source

There is potential that car park charging could provide a cost-effective option on the remaining country park sites, in addition to some other sites across the countryside estate. Data is currently being collected to explore which sites might be viable and cost-effective on which to introduce charging, taking the benefit and risks below into account.

### Benefit

- There is significant potential to generate income for site investment and development which could form a key part of a financially sustainable operating model in future.

### Risks

- The installation and running costs of pay and display machines can mean that on certain sites, charging is not cost-effective based on the number of visitors.
- Other factors to be considered include the displacement of vehicles parking off-site, and how practicable it is to site pay and display machines (for example where this is no power supply, where a wooded location limits a solar powered option, or where there are potential security issues due to an isolated location).
- It can be unpopular with site users. That said, it is now a regular occurrence on many countryside sites across the country and tends to be deemed more acceptable when it is clear the income generated is supporting site management.
- There are complexities for some sites, particularly Cannock Chase Country Park. Any changes to parking provision and management there would need

## **Appendix 3 - Countryside Estate Review – Analysis of Income Generation Options**

to factor in impacts caused to the environmentally sensitive Special Area of Conservation and would need to be linked to a broader car parking strategy for the area.

### **Recommendation**

Car parking income should be used to reduce net costs. Where possible, any surplus income will be carried forward and used to enhance the offer on the county council's countryside sites. The retention and investment of car parking income will be crucial to enable the county council to develop a financially sustainable operating model.

### **Buildings and Visitor Facilities / Activities**

The buildings and assets across our countryside sites can play a large part in facilitating a positive visitor experience. They enable the provision of information and visitor orientation, toilets, catering and refreshments, in addition to providing a base for a range of on-site recreational and special-interest activities.

### **Current Situation**

All the county council's country parks have Visitor Centres as well as additional buildings on some of the sites. The Visitor Centres vary in size, some have been built relatively recently whilst others are dated and in need of significant investment. Of the five Visitor Centres, only two open to the public on a daily basis, with the others opening occasionally or not at all – primarily being the location of toilet facilities, a base for countryside staff and in some cases community / educational use (see Appendix 3a for a summary of key buildings across the sites).

Where the Visitor Centres are operational; some activities such as provision of information, gift shop sales, and some small-scale sales of refreshments are done in-house. Cafés are run through a long-term contractual arrangement, whilst recreational / special-interest activities plus some other small-scale refreshment sales are delivered through leases, licenses and concessionary contracts.

Sales from the Country Park Visitor Centres (which includes leaflets and gift shop items) stands at around £18,000 per year. On average, this equates to £8,000 at Cannock Chase, £7,000 at Chasewater, and £2,000 at Greenway Bank. Deep Hayes Visitor Centre made a small contribution to this total in the lead up to its closure, however it used to make a relatively strong income (previously around £5,000 per year) from sales of refreshments.

## Appendix 3 - Countryside Estate Review – Analysis of Income Generation Options

There are currently cafés at Cannock Chase and Chasewater. These are run by Entrust (outsourced operationally to Chartwells) under a long-term Service Delivery Agreement.

Income from rents, licences and concessions totals around £100,000 per annum. This covers a wide range of sources to include trading concessions such as coffee bars, ice cream sellers and crazy golf; fishing licences; and leases for buildings and units with associated rent payments. Between £20,000 and £25,000 a year is generated at Cannock Chase Country Park (plus £2,000 a year from room hire), whilst a number of the smaller parks and sites, and Leek to Rushton Greenway generate in the region of £3,000 - £6,000 each from these sources.

Over half of the income (between £50,000 - £70,000 per year) was derived from leases, concessions and rents from businesses or special-interest groups located around Chasewater Reservoir or within the ten Chasewater Business Units located on site. This income at Chasewater is supplemented by a further £40,000 - £50,000 a year from room hire at the Chasewater Innovation (and Visitor) Centre.

Overall Chasewater brings in a good income compared to the other countryside sites, although much of the room hire and business unit uses are not related to the site's purpose as a country park (unlike many of the leases, such as those for the Sailing Club, Wakelake wakeboarding, and the Watersports Centre, which relate to the reservoir). It should also be noted that Chasewater is expensive to run due to the range of activities taking place and the various stakeholders on site.

Other buildings across the countryside sites include the Grade II\* Listed (and 'at risk' heritage asset) Prospect / Warder's Tower at Greenway Bank, which is in significant disrepair; and a number of small buildings at the entrance to Froghall Wharf – one of which used to be a Visitor Centre (and in more recent times has been used for storage).

### Potential of Income Source

In general terms, there is scope to look at how we utilise some buildings across the countryside estate, with the intention of increasing income to both cover their running costs and generate a surplus to contribute towards wider site management.

There is an aspiration for the country park sites in particular to provide a strong visitor offer through their Visitor Centres and wider on-site activities; adding to the visitor experience through the provision of high quality catering in a welcoming and modern setting, improved site information and orientation, an interesting and attractive merchandise offer, and a range of activities complementary to the type and location of the sites and profile of site visitors. An on-site events programme could build upon this offer (see 'Events' below).

## Appendix 3 - Countryside Estate Review – Analysis of Income Generation Options

Cafés on key sites have the potential to contribute to the financial sustainability of the estate and are an important source of income enabling many countryside bodies to help offset their running costs.

In terms of leases, licences and concessions; whilst Chasewater should not necessarily be used as a benchmark for income generation potential given the unique opportunities it provides for workspace and special-interest leases, it does suggest that there could be potential to bring in more of an income by this means on some of the other countryside sites, particularly where there are buildings or other 'honeypot' areas of sites (with higher visitor numbers) which are unused or underutilised.

On a smaller scale, Froghall Wharf is a good all-round example of what can be achieved. There are currently leases in place on previously unused / underutilised buildings which are now used predominantly for craft and heritage purposes. The picnic area is leased to the Canal & River Trust (CRT) to maintain alongside Hetty's Tea Shop – which adjoins the Froghall site. The Tea Shop itself is in a renovated heritage building leased from the CRT and is a popular destination in its own right; it has a wide menu choice of fresh food, excellent reviews, and also has holiday accommodation on its upper floor.

It should be noted however that while some sites have strong potential for income generation from their visitor offer; some of the existing buildings on our country parks require significant investment to realise this aspiration and generate an income proportionate to the size, prominence and potential visitor catchments of the sites. At the present time, the level of investment required is cost-prohibitive for the county council.

### Benefits

- Makes a significant impact in providing a high-quality visitor experience across the countryside sites, and on the country parks in particular.
- The ability to utilise a range of contracts and agreements for activity and catering providers gives flexibility in tailoring the visitor offer to each site.
- There are existing buildings across a number of the sites to provide focal points for an improved visitor offer.
- Very good income generation potential to reinvest back into sites.

### Risks

- That the county council's aspirations for its on-site visitor offer is unaffordable without significant external investment. Cannock Chase's Visitor Centre for example has not seen major investment in recent years and feels tired, cramped and out-dated. Feasibility work suggests a likely cost of £1.5 million

## Appendix 3 - Countryside Estate Review – Analysis of Income Generation Options

for a basic rebuild of the Visitor Centre, stretching to almost £10 million for a more ambitious proposal.

- Conversely, a lack of investment in visitor facilities, such as at Cannock Chase Visitor Centre, would mean that some sites would struggle to reach their potential (both in terms of their visitor offer and the income generated and reinvested into the sites). As a result, they would lag behind that on offer at other similar sites in Staffordshire, some of which have seen far greater levels of investment in recent years.
- The more comprehensive the range of facilities and activities is across a site, the more complex and costly it is to manage. For example, the extent of the Chasewater visitor offer and wider site uses means it is particularly resource-intensive to manage the range of stakeholders on site, in addition to the Innovation Centre itself and the room hire / conferencing facilities it provides. This limits the amount of net income generated by the site.

### Recommendations

It is recommended that there should be a review of the use, occupation (levels) and purpose of each Visitor Centre and other key buildings across the countryside sites – being mindful that the nature of construction and location of some of the Visitor Centres may restrict remodelling, and the cost implications are likely to be prohibitive of larger scale proposals without external investment.

Following on from this, further work should be carried out on a site-by-site basis to identify additional opportunities for room hire, leases, licences, concessions and Visitor Centre sales from both existing and new sources, which could contribute towards current income from this source.

Additionally, whilst existing catering arrangements on countryside sites will need to be retained until the final countryside management options have been confirmed; steps should be taken following this to ensure that there are cafés on relevant sites, delivering both high quality provision and can contribute to the future financial sustainability of the countryside estate.

In consideration of all the above, particular focus should be given to those opportunities which add to the visitor experience for site users. This would mean a varied and high-quality offer is provided on sites, strengthening the reputation of the sites and resulting in them being well used by (repeat) visitors – all of which would contribute significantly to the running costs and long-term financial sustainability of the countryside sites.

## Appendix 3 - Countryside Estate Review – Analysis of Income Generation Options

### Events

Hosting events is considered one of the main ways that local authorities can boost their country park operating budget and is frequently cited by Nesta and Prosperous Parks (UK organisations pioneering innovation in country park management).

Events on countryside sites generally have a specific focus, such as to increase people's understanding of the local, natural and/or historic environment. Alternatively, events are often held to engage people in physical activity in an outdoor setting.

### Current situation

Events take place across a number of our countryside sites. They include activities such as running, cycling and orienteering, as well as themed events such as those related to military history. In many cases, external groups pay a modest contribution for use of the site, although there are also a small number of county council run events.

Events currently make a small contribution in terms of income generated from countryside sites and comes from the three largest country parks. Cannock Chase generates around £5,000 per year, Chasewater on average around £2,000 per year, and less than £1,000 per year comes from events at Apedale. This split is reflective of the size of the country parks in question. In 2017 there were 20 locations across the county council's sites available to host events, a quarter of which were located on Cannock Chase.

Whilst technically classed as Visitor Centre sales; Cannock Chase and more recently Chasewater have sold Christmas trees in the lead up to the festive period, which raise can raise up to £40,000 at Cannock Chase and a further £3,000 at Chasewater. While volunteers help oversee the sales, input from staff is also required which reduces the overall benefit – however these sales are something which could be built on as part of an events programme to add value.

### Potential of Income Source

There does not always have to be a charge attached to running or hosting an event on a countryside site. That said, the level of risk the event poses, as well as specialist knowledge of the event (and its planning), the impact the event will have in terms of visitor and/or vehicle numbers and the effect this will have on the site both during and after the event would need to be considered, as well as mitigation or compensation for any impact to the site as a consequence of the event.

## Appendix 3 - Countryside Estate Review – Analysis of Income Generation Options

Therefore whilst there would need to be an assessment of capacity in terms of the in-house contribution required to manage events (or support others to do so), the capacity of each site to host events of varying activities and scale, and the combination of these factors to allow for income generation; there is scope for more events to take place on some sites across the countryside estate. Income raised from these events would in turn support the management of the countryside sites.

### Benefits

- Events can provide an increased and occasionally guaranteed income (with greater margins if delivered in-house).
- They are generally for a known and manageable period meaning impacts can be managed.
- Events could attract new and repeat visitors to the countryside sites, helping to market and develop a brand.
- Events can have wider benefits for participants, such as increased awareness of their local environment and its history, or increased levels of health and wellbeing.
- There are specialist event management companies who have the skills and expertise to generate maximum return from events. It is likely that externalising events management – particularly for larger or more complex events – would have more manageable risks and increased financial reward (so for example, guaranteeing an income if poorly attended, or contractual clauses meaning site damage has to be repaired or compensated for).

### Risks

- Running events in-house can be risky, costly and can take significant amounts of time and resource to plan and manage.
- Events can receive negative public reaction and they can disrupt the 'normal' use of the site, potentially deterring regular visitors.
- The type of event taking place on each site is likely to be limited by the site's layout, location, car parking facilities, accessibility, and environmental designations.
- The financial viability of some large-scale or specialist events can be reduced by lack of critical mass of potential attendees (i.e. it's success may rely on the event location being in a densely populated area).



## **Appendix 3 - Countryside Estate Review – Analysis of Income Generation Options**

- The success of events can be dependent on external factors, meaning circumstances such as bad weather could lead to losses or minimal returns.
- There can be a risk of damage to park resources if precautions are not taken or the volume of visitors is overwhelming – which has particular significance where environmental designations are in place, such as on our country parks.

### Recommendation

The county council's green spaces such as country parks, local and amenity sites, and to some extent PRoW have the potential to host a much wider range of events than they currently do. This should be investigated further to establish what, within the limitations of each site, might be realistic – and which of these opportunities has the potential to make a noticeable contribution of income to be reinvested back into the running of the countryside sites.

### Agri-Environment Grants

The Countryside Stewardship Scheme (and previously the Environmental Stewardship Scheme) is the main source of grant aid that supports habitat management and is targeted at sites with environmental designations and high biodiversity.

### Current situation

There is already a small-scale Countryside Stewardship Scheme in place at Chasewater Country Park which brings in around £12,000 per year. There are also older Environmental Stewardship Schemes in place for habitat management at some of our country parks too, which are anticipated to bring in some income in their remaining years – for example at Apedale and Chasewater (Norton Bog), which are anticipated to bring in around £13,000 and £7,000 a year respectively for specified management activity on the sites for another four years. Cannock Chase is just coming to the end of its current agreement and a new one is under negotiation (see below).

### Potential of Income Source

The potential of utilising this income source is dependent on successful bids for funding. The income mentioned above has already been secured for site management. In addition to the above, a major 10 year funding bid has been

## **Appendix 3 - Countryside Estate Review – Analysis of Income Generation Options**

submitted to the Countryside Stewardship Scheme for over £2 million for the management of designated areas within Cannock Chase Country Park.

Where applications are successful, agri-environment grants are an excellent source of income for the restoration and management of designated wildlife habitats, however the funds must be used to carry out specified habitat management activity.

### Benefits

- Stewardship Schemes can provide a contribution towards the management costs of designated areas on our most complex and sensitive sites and help us meet legal obligations for protected sites.

### Risks

- Schemes require careful management in their own right, so can be resource-intensive both in terms of delivery on the ground (by staff, volunteers or contractors) and in terms of managing the wider scheme to achieve their long term aims.
- It should be noted that despite the size of some funding awards, these funds can only be used for delivering certain habitat management activity for specified Stewardship Schemes and will not generate surplus funds to redirect to other aspects of countryside estate management.
- Any future opportunities to access similar funds are currently limited due to the as-yet-unknown changes in agri-environment funding arrangements following Britain leaving the EU.

### Recommendation

Stewardship Schemes contribute to the financial sustainability of the countryside estate operating model whilst ensuring the most sensitive areas of our sites are managed and restored; therefore, new and existing schemes should be delivered, and further opportunities to access similar funding should be explored once the mechanisms to distribute future agri-environment funds are known.

### **Membership, Sponsorship and Giving**

Many charitable organisations that run countryside sites derive a significant income from membership, donations, sponsorship and crowd funding; however, this income stream is not so prominent for organisations outside of that sector.

### Current situation

## **Appendix 3 - Countryside Estate Review – Analysis of Income Generation Options**

Donations to the county council for the running of its countryside estate are generally small-scale and ad hoc, with no co-ordinated approach in place for fundraising. Added to this is the fact that the sites are in public ownership and local residents using the sites can feel they are already contributing to running costs through local taxation.

### Potential of Income Source

The success of how well donations, memberships, sponsorship, crowd-funding, philanthropy and funds from similar sources can impact upon the countryside estate's financial sustainability will vary depending on the operating model, but in scenarios involving charitable bodies there is greater potential to support management through this income stream.

### Benefits

- Countryside sites provide an opportunity for local businesses conscious about social responsibility to 'do their bit' for their local community, which could support site maintenance and improvements.
- Sponsorship for equipment, buildings or whole sites are less likely under county council management but have greater potential under other management options such as community management or a charitable trust.

### Risks

- There are rules and regulations which must be followed regarding charitable giving, meaning generating income through this approach must be done in a legally appropriate way.

### Recommendation

That further consideration be given to fundraising as a means to support site management once the final management models are known across all sites. This will be of particular importance if a charitable trust model is taken forward across some sites.

There is some benefit from the contribution made by corporate volunteering groups – meaning there would be some gain from engaging with local businesses around the social responsibility agenda in terms of delivering certain aspects of site management (albeit, as is currently the case, any works carried out are likely to need supervising).

### Site Development and Improvement Grants

## **Appendix 3 - Countryside Estate Review – Analysis of Income Generation Options**

The ability to access one-off grants for site improvements will be important in any future operating model.

### Current situation

External funding for site development and improvement has been successfully accessed for a range of projects and sites across the countryside estate over past years.

### Potential of Income Source

The range of different sources of grant aid that can be applied for, based on the types of proposals and type organisations bidding for them, mean there is good potential to secure site development and improvement grants.

Examples include a range of funds such as the Heritage Lottery Fund and Sport England – which are relevant due to the heritage of many of our countryside sites, and the recreational uses of our sites respectively. These funds are derived from the National Lottery, are often flexible about the types of applicants and have a range of funds available depending on the size of project – which mean the county council is often eligible to apply.

There are also a host of other grants which are more restrictive in their eligibility, which can be accessed by community groups and charitable bodies, but not by the county council.

Whilst numerous funding applications can be made however, bids are generally made as part of a competitive process; meaning large amounts of time can be spent applying for funding with no guarantee of success.

### Benefits

- There are a range of funds available, which can be matched to project requirements.
- It can enable site development opportunities which would not be possible through core budgets.

### Risks

- Some types of organisations have better eligibility across funding streams than the county council currently has.
- The need to find match funding for project applications can sometimes be prohibitive.
- Large amounts of time can be spent on bidding unsuccessfully.

## Appendix 3 - Countryside Estate Review – Analysis of Income Generation Options

### Recommendation

Grant aid has the ability to assist in site development and improvement projects as part of the operating model for the estate. Therefore, building on the vision and final implemented management option for each site, appropriate sources of funding should be investigated – considering projects across multiple sites where economies of scale and shared benefits can be achieved.

### **INCOME SOURCES WITH LIMITED OR NO POTENTIAL / CURRENTLY DISCOUNTED**

The following potential income sources have been explored but have been discounted as major contributors at this stage due to the nature of the estate, the environmental constraints that limit potential development and other key issues as follows:

#### **Renewable Energy Infrastructure**

Renewable energy generation from sources such as wind, ground source and solar could reduce running costs on the countryside estate. In addition, some provide an element of pay-back.

#### Current situation

Mindful of the need to reduce running costs or attract income, a number of renewable energy technologies have been looked at, and some are already installed at countryside sites. These include a woodchip fuel boiler which is installed at Chasewater, a woodchip fuel boiler and district heating system at Cannock Chase, and ground source heat pump, solar photovoltaics and small-scale wind turbine at Apedale (the Visitor Centre was designed as a very energy efficient building, housing a range of renewable technologies).

A modest annual income of between £7,000 and £8,000 was generated towards countryside estate running costs at Cannock Chase through Renewable Heat Incentive (RHI) payments from government (which are made based on the amount of energy generated).

#### Potential of Income Source

Feasibility studies undertaken (beyond those already in place above) suggest that the potential for renewable energy on the country parks is limited with many schemes not being deemed viable. There may be some limited opportunities for solar and medium and small-scale wind energy, but more detailed investigation

## **Appendix 3 - Countryside Estate Review – Analysis of Income Generation Options**

would be needed. However, this investigatory work would have resource implications without any guarantee of success.

Also, the payback period of any development is likely to be long because of the significant upfront capital investment that would be required unless the county council enters into a partnership arrangement (particularly with respect to wind and solar energy) where the developer bears all the financial risks and development costs.

### Benefits

- Most of the technologies would be relatively unobtrusive and would be unlikely to result in local opposition.
- On-site natural resources such as available water supply could be utilised.
- Some schemes could be established relatively rapidly.

### Risks

- Even with the support of feed-in tariffs, the operating and maintenance costs of most schemes would absorb a high proportion of the potential revenue (or even accrue an initial debt), resulting in little financial benefit.
- Whilst small to medium wind turbines are less visually intrusive, they can still cause problems with noise and bat / bird mortality, as well as attracting local opposition.
- The majority of schemes have a very long payback period, and some require significant capital investment.
- Some schemes would be reliant on approvals and permissions from external organisations (for example in some potential micro-hydro proposals).
- The remoteness of sites means a risk of vandalism.
- Most schemes would require a more detailed investigation and economic appraisal. This work could have resource implications which may not be recoverable.

### Recommendation

The investment required for investigatory and development costs, and long or no payback mean renewables are not considered to be a viable option to contribute to the financial sustainability of the countryside estate.

### Timber

There are options for potential income from the woodlands, in terms of sales of timber.

## Appendix 3 - Countryside Estate Review – Analysis of Income Generation Options

### Current situation

There has been variable income from the sale of timber from the countryside sites in recent years. In 2015/16 the figure was £34,000. This reduced to £13,000 in 2016/17. This variability is likely to have been influenced by the reasons discussed below.

### Potential of Income Source

A broad assessment has been carried out of the woodland resource across the county council's countryside sites in terms of future income potential.

Across sites in the south of the county; some areas of Cannock Chase have modest potential for timber income worked via traditional harvesting methods, however there are limitations due to sensitivities and designations on the site.

A large number of other southern sites have no real potential for income through traditional forestry harvesting and marketing due to small volumes on each site and extraction costs. There is greater potential for firewood sales through utilisation of in-house labour, however this would require investment in time and machinery.

In the north of the county, whilst there is a larger potential resource on these sites; due to various site issues, timber parcel size, access and terrain, it would be difficult to harvest through traditional timber harvesting methods (however similarly to the southern sites, a firewood production facility may provide small-scale longer-term income).

### Benefits

- There is a potential woodland resource across the countryside estate which could be utilised for timber income (e.g. firewood).
- Woodland management and thinning activity on countryside sites could be translated into timber / firewood sales.

### Risks

- Environmental sensitivities and designations can restrict which areas could be utilised.
- Investment would be needed in machinery, as well as resource required (either in-house or contracted at a cost) to deliver; supported by a sales strategy and sales points.
- With the above point in mind; it could be a sustainable source of income, but it would probably not make a significant contribution financially.
- Site issues, access and terrain could impact on the ease and types of techniques used to harvest timber.

## **Appendix 3 - Countryside Estate Review – Analysis of Income Generation Options**

### Recommendation

Whilst not ruled out in the longer-term, these proposals could have significant resource implications to deliver, therefore this source of income generation is not a priority at present.

### Advertising

The breadth of visitors to countryside sites can make advertising on them an attractive proposition to businesses.

### Current situation

Advertising is not currently used to generate income on the countryside sites.

### Potential of Income Source

Countryside sites or assets within them could be used for advertising space either by a supplier, private organisation, or individuals and communities with an interest in that site or area of the county council's operation. This includes items such as park leaflets and newsletters, hoardings / billboards, and washroom advertising.

Consideration would need to be given to the types of businesses advertising on publicly owned sites, and the nature of advertising would need to be sympathetic given the sites in question.

A wider analysis of advertising potential has been carried out by the county council however, and countryside sites were not deemed to hold the greatest potential compared to other sites and landholdings.

### Benefits

- Guaranteed source of income.
- Advertising can be added to existing leaflets, newsletters and signs.
- Can support local businesses.
- Can be done on different scales (e.g. small newsletter advert, large banner on a building).

### Risks

- Engaging with businesses can be time-consuming and does not always result in advertising space being taken up.
- It can annoy visitors.



## **Appendix 3 - Countryside Estate Review – Analysis of Income Generation Options**

- Where an organisation has a wide and varied portfolio of sites; some sites will have greater potential than others for advertising income.

### Recommendation

Advertising on countryside sites does not hold significant potential for the county council as a whole and should be discounted.

### Site development for other uses

This relates to developing sections of countryside estate land for purposes beyond their current use as publicly accessible green space.

### Current situation

The county council received a petition in late 2015 entitled “Refuse to sell our publicly owned green spaces and AONB (Area of Outstanding Natural Beauty) to private investors”. The petition which had 12,000 signatories was discussed at Full Council in December 2015, where Councillors accepted and agreed the petition in relation to sites in scope of the Countryside Estate Review. On this basis, the selling of countryside sites has been ruled out in terms of generating a one-off income.

### Potential of Income Source

An alternative approach to the development of countryside sites could be for the county council to develop parcels of land to lease or run themselves. This could include large-scale commercial / leisure developments (for example a hotel, or a holiday village with incorporated accommodation and leisure facilities) or residential development (use of countryside sites for housing). Whilst these would not involve the sale of countryside sites; it is still likely this would receive an adverse reaction due to the loss of publicly accessible green space. In many cases such development to alternative uses would not be possible as the sites have covenants relating to their use as green space.

There are also questions around the feasibility of larger developments of these types, given that quite a few of the countryside sites are utilising reclaimed land following mining or other industrial activity. The sites are safe for use as recreational countryside sites, however any large-scale development would require considerable amounts of specialist ground investigation, remediation and reclamation works, and investigation into historic mineshafts to confirm the safety of building on various sections of sites. These preparatory works would be extremely costly. Added to this, there would be no guarantee that planning consent would be gained, due to their greenbelt location and other planning constraints relating to many of the sites.

## **Appendix 3 - Countryside Estate Review – Analysis of Income Generation Options**

On a much smaller scale, the development of camping and caravan sites or a small number of lodges for holiday accommodation has also been looked at. While Cannock Chase is often considered a potential site for such uses, the county council's landholding would be unsuitable due to its highly protected nature and sensitivity to recreational use. It is unlikely that planning consent would be granted for such a development near the Cannock Chase Special Area of Conservation (SAC). There may be potential on some other sites for smaller-scale income generation, but this would need further feasibility work to confirm viability, planning constraints and the size of the potential market.

### Benefits

- Significant profit could be generated from large-scale development.

### Risks

- Significant adverse public reaction.
- Loss of accessible green space.
- Significant costs attached to grounds investigations and remedial / reclamation costs. Some land may not be economically viable for certain end-uses.
- Environmental designations on some sites.
- Many sites are located within the greenbelt, have covenants in place, or are subject to other planning constraints, meaning permissions for development could be difficult to achieve.

### Recommendation

Given the county council's statement not to sell its countryside estate land, the issues stemming from using protected or reclaimed land, and potential planning constraints, the large-scale development of countryside sites is not deemed a cost-effective, viable or publicly acceptable option for income generation and should be ruled out.

Smaller scale development of camping / caravan sites or a small number of holiday lodges may be viable, so this should be considered again at a later date. It is not felt worthwhile pursuing as a means to generate income at the present time however.

### **Payment for Ecosystem Services (PES) / Biodiversity and Carbon offsetting**

Ecosystem services are the variety of benefits that people get from the natural environment and its ecosystems. Simply put; payments for these services can occur in schemes where those benefitting from them make payments to the providers or

## **Appendix 3 - Countryside Estate Review – Analysis of Income Generation Options**

'stewards' of those services. For example, some water companies pay farmers to reduce inputs (e.g. fertilisers) and farm more extensively in target catchment areas, as this is more cost-effective than treatments to remove the inputs from the water supply.

Carbon and biodiversity offsetting are environment or conservation activities designed to compensate or mitigate for losses elsewhere (such as following development or carbon emissions from running a business).

### Current situation

These schemes are still relatively novel and there are none active on the countryside estate at present.

### Potential of Income Source

Following a consideration of options for PES and off-setting on the county council's main sites, there is not significant potential for this to contribute meaningfully to a financially sustainable operating model at present.

Biodiversity offsetting often requires areas with potential to develop / restore new habitat to compensate for areas lost through development elsewhere. Since many of our sites are already in good condition they would not be applicable. Carbon offsetting requires tree planting or significant wetland / peatland creation / restoration; however, do not have suitable habitat areas for this. While the estate delivers many ecosystem services, they are not generally the types of services where PES models apply.

### Benefits

- If applicable these options could generate income to support the estate, potentially providing revenue payments to support habitat management.

### Risks

- The schemes would place certain management requirements on the sites to meet the needs of these schemes, although in general these would be positive from an environmental perspective.

### Recommendation

There is insufficient potential and therefore limited likely returns on the countryside estate to make this worthwhile; small scale opportunities may arise and should be explored as resources allow.

## **Appendix 3 - Countryside Estate Review – Analysis of Income Generation Options**

### **Social Prescribing**

Social prescribing enables health care professionals to improve the health and wellbeing of patients by putting them in contact with local groups and services for support as well or instead of prescribing drugs or other medical interventions. Using countryside sites for prescribed health and wellbeing benefits could be one such example.

#### Current situation

Social prescribing beyond that on a small scale is still in its infancy as an approach and how it may impact upon contributing to the on-going financial sustainability of the countryside estate is unknown. Countryside sites tend to be regarded as a 'free' resource and social prescribing is therefore seen as a cost-effective option for the health service as it is less costly than, or can prevent the need for, other treatments. However, this does not take into account the fact that countryside sites require management to offer this service.

#### Potential of Income Source

There could be potential funding mechanisms developed in future which could help support the running of green spaces through social prescribing; however, there are no current funding mechanisms along these lines which link back to the countryside estate.

#### Benefits

- Health and wellbeing benefits following clinical diagnosis.
- Reduced costs to the health service by preventing the need for further treatment.
- Potential funding diverted to countryside sites.

#### Risks

- This approach is not commonly adopted at present, meaning no funding mechanisms for it to contribute towards the countryside sites are in place.

#### Recommendation

Engagement in social prescribing should be a medium to long-term aspiration, however will not make an immediate contribution to the financial sustainability of the countryside estate.

### **Developer-Related Capital Contributions**

## Appendix 3 - Countryside Estate Review – Analysis of Income Generation Options

Developers make a financial contribution towards the provision of new infrastructure. This is to mitigate for an increase in housing development and the impact of the resulting population increase upon existing local infrastructure and facilities, or to utilise existing local greenspace improvements to meet their planning obligations for provision of amenity space.

### Current situation

Local planning authorities require new developments to contribute towards new infrastructure including green space, either directly as part of the development or through Section 106 agreements or Community Infrastructure Levy (CIL).

### Potential of Income Source

Developer contributions tend to relate to specific defined improvements designed to cope with the additional visitor pressure derived from new housing development in the vicinity of a site. Generally it is capital funding and therefore seldom funds operating costs.

Cannock Chase Country Park is already part of a major scheme generating developer contributions to mitigate impacts on the Cannock Chase SAC. The scheme mitigates the additional recreational impacts which result from housing development in a defined zone of influence from the SAC. This funding is managed through a dedicated partnership and is allocated towards specific agreed measures. While it will benefit the management of the site, it is not a source of income that can support day-to-day running of the country park. Chasewater Country Park has also benefitted from Section 106 payments linked to specific local developments.

### Benefits

- Provides a means to make one-off site improvements.

### Risks

- Not suitable for use towards on-going countryside site management costs.

### Recommendation

Whilst opportunities should be sought for developer contributions to assist with infrastructure provision in response to increased housing numbers and which might match fund specific site improvements, the nature of the funding means CIL and Section 106 contributions in isolation would not form a part of a sustainable financial model for running the countryside estate.

### **FINAL RECOMMENDATION**

Is it recommended that further to the assessment of potential above, the following income streams form key elements of the county council's financially sustainable operating model for its countryside estate, and will be used to support the running of its countryside sites in future:

- Car parking charges
- Buildings and visitor facilities / activities
- Events
- Agri-environment grants
- Membership, sponsorship and giving
- Site development and improvement grants

## Appendix 3 - Countryside Estate Review – Analysis of Income Generation Options

### Appendix 3a – Summary of Key Buildings and Assets Across the Countryside Estate

#### ***Cannock Chase:***

The Visitor Centre at Marquis Drive has a small information, exhibition and retail area, plus a café with roughly six indoor tables as well as outdoor seating, with toilets in a separate building. Alongside this are a children's play area and barbeque stations. The site also has a World War One 'Great War Hut' which is a replica of those used as accommodation in training camps in the area.

There is a major need to upgrade facilities at Marquis Drive. The café and toilet facilities are inadequate to meet demand in terms of both quality and capacity. Given the high profile of this site, there is an opportunity to develop a high quality visitor offer.

There is an education building, part of which is currently leased to a forest school and part of which is hired out as a local meeting venue. There are a range of operational buildings on site which would benefit from review.

#### ***Chasewater:***

The Chasewater Innovation Centre was originally built as mixed use, to support forestry and timber businesses, additional areas for workspace, training and community enterprise, as well as providing a large two storey exhibition area (with views out on to the reservoir and dam) and space for a café. At the time it was built, it aimed to display new technologies regarding the use of timber for construction, energy conservation, and the use of wood as a renewable source of energy. The Innovation Centre is now used predominantly as a Visitor Centre and conferencing facility and has a café and children's play area. The use of the main building should be reviewed to seek a more cost-effective option.

The site also has ten small business units to rent, which are constructed from green wood and used traditional wattle and daub infill panels and green oak cladding in some cases. Alongside the units is a Rangers' hut – part of this building has been leased out to a small business, however other sections are in disrepair and need significant investment. The business units have a good occupancy rate and generate a regular income.

#### ***Apedale:***

The Apedale Energy Centre was built at the top of the Apedale site around a decade ago with the intention of being a Visitor Centre, office accommodation with teaching facilities, and a demonstration building for sustainable and renewable technologies. It has staff workspace, toilets and is used by a local college – who also have a lease arrangement on a small hut at the bottom of the site; however, the intention of using

## **Appendix 3 - Countryside Estate Review – Analysis of Income Generation Options**

the building as a Visitor Centre open on a daily basis has not been realised, and the building is not in regular public use.

The Energy Centre, whilst accessible from nearby on-site car parks stands alone at the top of the site, whilst the main cluster of buildings on the Country Park sit on the bottom half of the split site. This includes the popular Apedale Heritage Centre and Apedale Valley Light Railway (stakeholder organisations delivering special-interest activities and information) – which currently host the only catering provision on site.

### ***Greenway Bank:***

Greenway Bank is again in general terms, a split site. The top of the site is home to the Visitor Centre which has education and display space, office space for staff, and toilets. There is a pleasant walled courtyard area which currently has a concessionary coffee bar on a short-term agreement, as well as a picnic area, small barbeque area and a play area. The upper and lower sections of the site are joined by a steep path through woodland.

The bottom half of the site surrounds Knypersley Reservoir, and has a number of notable historic features, including the Grade II\* Listed (and ‘at risk’ heritage asset) Prospect / Warder’s Tower, which is in significant disrepair and is home to a significant roost of bats. The Tower has previously been considered as holiday accommodation by an external charitable organisation, but this was eventually discounted as an option due to the level of investment needed and the building being a regular target for anti-social behaviour. A feasibility study has been undertaken and proposes a small café / visitor facility in this building and development of its external area for visitors. There is interest from a local heritage trust in taking this forward if the county council could support some of the costs.

### ***Deep Hayes:***

This is the smallest of the county council’s country parks. It has a small Visitor Centre and a toilet block. Whilst the toilet block is open to the public, the Visitor Centre closed a couple of years ago and is now mainly used for storage purposes. This has potential for utilisation.

### ***Froghall:***

Whilst Froghall Wharf is one of the county council’s smallest countryside sites, it has a toilet block and various other buildings at the site entrance, one of which used to be a Visitor Centre (and in more recent times has been used for storage). The site borders with CRT land, which again until recently included a disused heritage building on the canal side. The CRT building is now a successful café with holiday accommodation. The previous county council visitor centre is now leased to a craft business and leases of other buildings are under discussion.



## Appendix 4 – Countryside Estate Review – Options Appraisal

### Introduction

1. The countryside estate review aims to find a sustainable operating model for Staffordshire County Council’s country parks, local sites and greenways, ensuring the sites remain in positive management to safeguard their environmental and recreational value in a more financially sustainable way. At the start of the countryside estate review, ten potential options for the future operation of the estate were identified. Following public consultation and initial appraisal these were narrowed to four options to be explored further:

Option 1 – retain in house with efficiencies and development

Option 2 – transfer management to an external body

Option 3 – manage through partnership arrangements

Option 4 – establish a bespoke charitable trust or social enterprise

2. A decision was made early in the process that no sites would be sold and that any transfers would be of management rather than ownership.

3. The objectives for the review are:

- To develop a financially sustainable operating model for the countryside estate;
- To ensure delivery of statutory duties and legal requirements in relation to the estate;
- To maximise the contribution the estate makes to Staffordshire’s communities and visitors.

4. For the purposes of this options appraisal, the objectives are defined by four measures which each option is scored against:

1. Efficient operating model that is achievable, flexible and resilient to future change
2. Ability to generate income & secure additional funding to enhance the visitor experience
3. Ability to attract and retain volunteers and engage communities
4. Ability to meet legal and environmental requirements

5. The countryside estate is varied and it is therefore unlikely that one option will suit all sites; a combination of approaches is likely to be required. For this reason the options appraisal has been undertaken based on the following site categories:

## Appendix 4 – Countryside Estate Review – Options Appraisal

Category	Sites*	Outline
Large country park – Cannock Chase	Cannock Chase Country Park	Our largest and most complex country park at c.1300Ha, nationally and internationally significant environmental assets, high recreational demand, complex partnership context.
Large country park – Chasewater	Chasewater Country Park	Large site with nationally significant environmental assets, high recreational demand and significant liabilities (e.g. reservoir and dam).
Small country parks	Apedale Country Park Deep Hayes Country Park Greenway Bank Country Park	Small country parks with significant environmental assets and moderate recreational demand.
Major local sites	Brownshore Lane Froghall Wharf Hanchurch Hills Hatherton Reservoir Sevens Road Redland Claypit**	Local sites with environmental assets and liabilities (e.g. reservoirs and historic structures) which require management.
Minor local sites	Hanbury Common Oakamoor	Local sites with limited liabilities and environmental requirements.
Greenways	Stafford to Newport Oakamoor to Denstone Leek to Rushton	Disused railway lines managed as multi-user routes, requiring maintenance for safe public use
Public Rights of Way	Public path network across the county	4,400km of public rights of way, including footpaths, bridleways, restricted byways and BOATS. The Council has a statutory duty to maintain the network for safe public use.

\* Sites do not include Consall Nature Park or Wimblebury Picnic Area as negotiations are progressing on long-term lease arrangements for these sites which would take them out of county council management.

\*\*Redland Claypit will come into SCC ownership in 2019 under an agreement made many years ago linked to construction of the M6 Toll road.

## Appendix 4 – Countryside Estate Review – Options Appraisal

6. The four options were appraised against the measures for each category of site outlined above. Option 2 was broken down into three sub-options, since different types of external body would be likely to have different strengths and weaknesses, as follows:

Option 2a – transfer to an environmental body (i.e. an environmental organisation experienced in operating countryside sites, likely to be not for profit)

Option 2b – transfer to a commercial body (i.e. a for profit organisation experienced in countryside management)

Option 2c – transfer to a community body (i.e. a not for profit community based organisation such as a parish council or community action group)

7. Each measure was assigned a weighting (as a percentage) relevant to each site category, reflecting the relative importance of the measure. Each option was then scored out of ten and this figure multiplied by the weighting to give a weighted score for each option. This process helps determine the option(s) likely to be most effective for each type of site.

## Appendix 4 – Countryside Estate Review – Options Appraisal

Options appraisal – large country park – Cannock Chase

Vision and requirements for the site: Cannock Chase is a large and complex country park with significant designated and undesignated environmental assets – it is the jewel in the crown of the estate. The site has extremely high recreational use which must be balanced with conservation of its special environmental qualities. Any development of the site for visitors must therefore be sensitive to its surroundings and not increase pressure on fragile habitats, meaning that retail offers, camping / lodges etc. would be unlikely to gain planning approval. However there is a need to improve the visitor facilities such as the café and visitor centre, upgrading them to facilities more appropriate for a flagship site in a nationally important landscape (Cannock Chase Area of Outstanding Natural Beauty) and to develop a natural and cultural heritage-based visitor experience utilising less sensitive areas of the site. This in turn could increase income generation which could then support improved maintenance of the site, improving sustainability.

Key objectives:

- Bring habitats and features into favourable environmental condition
- Reduce visitor pressure in sensitive areas
- Enhance visitor experience by developing non-sensitive areas of the site with improved facilities and natural / cultural heritage offer
- Support overall management of the site and facilities through income generated via environmental grants, enhanced café / visitor centre offer, car parking as part of wider AONB strategy and through membership / giving.

Options appraisal

Measure	Weight- ing	Option 1	Option 1 score	Option 2a	Option 2a score	Option 2b	Option 2b score	Option 2c	Option 2c score	Option 3	Option 3 score	Option 4	Option 4 score
Efficient operating model that is achievable, flexible and resilient to future change	30	6	180	8	240	7	210	4	120	5	150	7	210

## Appendix 4 – Countryside Estate Review – Options Appraisal

Ability to generate income & secure additional funding to enhance the visitor experience	20	8	160	9	180	8	160	5	100	8	160	9	180
Ability to attract and retain volunteers and engage communities	15	7	105	9	135	6	90	8	120	8	120	9	135
Ability to meet legal and environmental requirements	35	9	315	8	280	7	245	5	175	8	280	7	245
Total	100%		760		835		705		515		710		770

### Rationale

Weighting: Cannock Chase is a large and environmentally complex site with significant risks and legal requirements, therefore measure 4 is most heavily weighted; the ability to achieve a flexible and resilient operating model is also considered a major factor; there is significant scope to enhance visitor experience and improve the visitor offer, albeit sensitively given the fragile nature of the habitats, which should enable the site to be more financially sustainable if realised; volunteer input is also an important factor but will always be supporting a staff-based model.

Option 1: Retain in-house: The revised operating model under option 1 is readily achievable though will impact on staff; it will include use of more efficient working practices, however its resilience will always be vulnerable to future pressures on local authority funding. SCC has a good track record of securing funding and can cash flow projects, however its access to some funding sources is restricted and resources will be limited for developing bids; there is a good foundation of volunteering and community involvement that can be developed further; there is in house expertise available to support health & safety and a broad range of environmental specialisms.

Option 2a: Transfer to environmental body: There is potential to reduce running costs especially if there were economies of scale linked to management of other sites; in terms of feasibility Cannock Chase previously attracted expressions of interest and is a nationally and internationally

## Appendix 4 – Countryside Estate Review – Options Appraisal

important site likely to attract interest from significant environmental bodies; such a body would be likely to have a good ability to generate income and could access a broader range of funds if a registered charity; established NGOs are often well set up for volunteers; if an environmental body then should have access to specialist expertise in house (though may not have local access to the full range of expertise).

Option 2b: Transfer to commercial body: Potential to reduce running costs especially where economies of scale linked to other contracts could apply though overheads required to generate a profit could offset this; as a commercial body some charitable funding would not be accessible though may be better placed to generate commercial income; volunteers may be less prepared to work for a commercial body; environmental expertise may be available though may be shared across many sites or may have to buy in.

Option 2c: Transfer to community body: TUPE implications might be difficult for a community group plus unlikely to have capacity to deliver economies of scale; as a community body they would potentially be able to access funding that others can't however would be limited by capacity and cash flows; would have good ability to generate community involvement; would probably have to buy in environmental expertise which may be more costly.

Option 3: Partnership: Potential to reduce running costs by sharing equipment and staff across sites, however this may be offset by complex partnership arrangements and conflicting priorities and may take significant time to establish as an option in itself, possibly even reducing SCC's flexibility; could be effective at generating income and accessing funds as would be able to access a variety of sources and use strengths of different partners; could be effective at pooling volunteer efforts and community engagement resources; different partners may have access to a variety of expertise.

Option 4: Trust: Potential to reduce running costs over time; initial cost and some complexity to establishing and running the trust however it might be more resilient in the longer term; would be able to access funding sources that local authorities can't and people may be more willing to donate to a bespoke trust and become a member; people are likely to be willing to volunteer for a bespoke trust; would require an arrangement with SCC or others to gain full environmental expertise or would need to buy in. May be a potential complexity with other trust models being proposed in the Cannock Chase area.

## **Appendix 4 – Countryside Estate Review – Options Appraisal**

Conclusion - The highest scoring option is 2a - transfer to an environmental body; running via a bespoke trust / charitable body and retaining in-house are also high scoring options. A commercial arrangement may be less viable as would community or partnership options. These latter options are not considered feasible as stand-alone options for this site.

## Appendix 4 – Countryside Estate Review – Options Appraisal

Options appraisal – large country park – Chasewater Country Park

Vision and requirements for the site: Chasewater Country Park is part Site of Special Scientific Interest and managing its wildlife habitats is therefore a priority. The site has a strong recreational demand from its local communities and people visiting to experience the railway, sailing and Wakelake activities. There is significant scope to enhance the visitor experience by upgrading facilities such as the café, visitor centre and play park. The Innovation Centre is currently used as a conference centre but the use of this building should be reviewed to explore how it could better support the park. Other buildings such as craft workshops create a small rural hub, which could be further developed to help support wider management of the site. The site has significant liabilities, including the reservoir and dam. Car parking charges have already been introduced and are contributing to the management costs of the site.

Key objectives:

- Manage habitats and ensure SSSI is in favourable condition
- Enhance visitor facilities and develop the visitor offer through events and activities
- Explore alternative uses for the innovation centre that support the running of the site
- Management of risks and liabilities

Measure	Weighting	Option 1	Option 1 score	Option 2a	Option 2a score	Option 2b	Option 2b score	Option 2c	Option 2c score	Option 3	Option 3 score	Option 4	Option 4 score
Efficient operating model that is achievable, flexible and resilient to future change	30	6	180	5	150	6	180	4	120	5	150	7	210
Ability to generate income & secure additional funding to enhance the visitor experience	20	8	160	9	180	8	160	5	100	8	160	9	180



## Appendix 4 – Countryside Estate Review – Options Appraisal

Ability to attract and retain volunteers and engage communities	15	7	105	9	135	6	90	8	120	8	120	9	135
Ability to meet legal and environmental requirements	35	9	315	8	280	7	245	5	175	8	280	7	245
Total	100%		760		745		675		515		710		770

### Rationale

Weighting: Chasewater is a relatively large park with significant risks and legal requirements, therefore measure 4 is most heavily weighted; the ability to achieve a flexible and resilient operating model is also considered a major factor; there is significant scope to enhance visitor experience and improve the visitor offer which should enable the site to be more financially sustainable if realised; volunteer input is also an important factor but will always be supporting a staff-based model.

Option 1: Retain in-house: The revised operating model under option 1 is readily achievable though will impact on staff; it will include use of more efficient working practices, however its resilience will always be vulnerable to future pressures on local authority funding. SCC has a good track record of securing funding and can cash flow projects, however its access to some funding sources is restricted and resources will be limited for developing bids; there is a good foundation of volunteering and community involvement that can be developed further; there is in-house expertise available to support health & safety and a broad range of environmental specialisms.

Option 2a: Transfer to environmental body: There is potential to reduce running costs, especially if there were economies of scale linked to management of other sites. However, Chasewater is unlikely to be as attractive to environmental bodies as Cannock Chase given its liabilities and minimal interest was expressed previously; environmental bodies would be likely to have good ability to generate income and could access a broader range of funds if registered charities; established bodies are often well set up for volunteers; if an environmental body then should have access to specialist expertise in-house (though may not have local access to the full range of expertise).

## Appendix 4 – Countryside Estate Review – Options Appraisal

Option 2b: Transfer to commercial body: Potential to reduce running costs especially where economies of scale linked to other contracts could apply though overheads required to generate a profit could offset this; site liabilities may be a limiting factor; some charitable/external funding would not be available to a commercial body, they may be better placed to generate an income from the site; volunteers may be less prepared to work for a commercial body; environmental expertise may be available though may be shared across many sites or may have to be bought in.

Option 2c: Transfer to community body: The liabilities on this site would make it difficult for a community body to manage; TUPE implications might be difficult for a community group, plus unlikely to have capacity to deliver economies of scale; as a community body they would potentially be able to access funding that others can't however would be limited by capacity and cash flows; a community body would have good ability to generate community involvement, but would probably have to buy-in environmental expertise, which may be more costly.

Option 3: Partnership: Potential to reduce running costs by sharing equipment and staff across sites. However, this may be offset by complex partnership arrangements and conflicting priorities, and may take significant time to establish as an option in itself, possibly even reducing SCC's flexibility; could be effective at generating income and accessing funds as would be able to access a variety of sources and use strengths of different partners; a partnership could be effective at pooling volunteer efforts and community engagement resources, and different partners may have access to a variety of expertise.

Option 4: Trust: Potential to reduce running costs over time; initial cost and some complexity to establishing and running the trust, however it might be more resilient in the longer term; would be able to access funding sources that local authorities can't and people may be more willing to donate to a bespoke trust and become a member; people are likely to be willing to volunteer for a bespoke trust; would require an arrangement with SCC or others to gain full environmental expertise or would need to buy in.

Conclusion - The highest scoring option is 4 – management through a bespoke trust; retaining in-house scores second highest, with transfer to an environmental body third. A commercial arrangement may be less viable as would community or partnership options. These latter options are not considered feasible as stand-alone options for this site.

## Appendix 4 – Countryside Estate Review – Options Appraisal

### Options appraisal – Small Country Parks

The small country parks include: Apedale, Deep Hayes and Greenway Bank Country Parks

Vision and requirements for the sites: While relatively small sites, these three country parks in the north of the county offer enjoyable places for visitors and local residents based around wildlife and cultural heritage. All have biodiversity interest, including protected species and features on some sites and cultural heritage assets. At Greenway Bank there is significant potential to restore the historic landscape, including the Prospect Tower, a listed building currently on the Heritage at Risk register. There are also buildings that could be better utilised to support the sustainability of the sites.

#### Key objectives:

- Ensure natural and cultural heritage assets are protected and conserved in line with legal requirements
- Ensure sites are managed and maintained to provide a safe and enjoyable visitor experience
- Develop the cultural and natural heritage offer through trails and enhancement / restoration of heritage features
- Explore restoration of the Prospect Tower and repurpose the building to retain its natural and cultural interest while creating a sustainable use
- Explore better utilisation of buildings
- Explore car parking charges, concessions etc. to generate income to support financial sustainability

Measure	Weighting	Option 1	Option 1 score	Option 2a	Option 2a score	Option 2b	Option 2b score	Option 2c	Option 2c score	Option 3	Option 3 score	Option 4	Option 4 score
Efficient operating model that is achievable, flexible and resilient to future change	25	7	175	6	150	7	175	5	125	5	125	7	175

## Appendix 4 – Countryside Estate Review – Options Appraisal

Ability to generate income & secure additional funding to enhance the visitor experience	25	7	175	9	225	8	200	6	150	8	200	9	225
Ability to attract and retain volunteers and engage communities	20	8	160	9	180	6	120	8	160	8	160	9	180
Ability to meet legal and environmental requirements	30	9	270	8	240	7	210	5	150	8	240	7	210
<b>Total</b>	<b>100%</b>		<b>780</b>		<b>795</b>		<b>705</b>		<b>585</b>		<b>725</b>		<b>790</b>

### Rationale

Weighting: Safety issues and environmental considerations remain an important factor as these sites include waterbodies, historic structures and protected species; efficiencies and resilience plus the considerable scope to enhance the offer at these sites and support their financial viability mean these are also significant considerations; there is also good scope for volunteering and community involvement with the more local scale of these sites making this an important factor.

Option 1: Retain in-house: The revised operating model under option 1 is readily achievable though will impact on staff; it will include use of more efficient working practices, however its resilience will always be vulnerable to future pressures on local authority funding. SCC has a good track record of securing funding and can cash flow projects, however its access to some funding sources is restricted; there is a good foundation of volunteering and community involvement that can be developed further; there is in house expertise available to support health & safety and a broad range of environmental specialisms.

Option 2a: Transfer to environmental body: There is potential to reduce running costs especially if there were economies of scale linked to management of other sites; in terms of feasibility there was some interest in the smaller sites in the EOI process though they were more attractive to more locally based bodies; good ability to generate income and could access broader range of funds if a charity; established NGOs often well set

## Appendix 4 – Countryside Estate Review – Options Appraisal

up for volunteers; if an environmental body then should have access to specialist expertise in house (though may not have local access to the full range of expertise)

Option 2b: Transfer to commercial body: Potential to reduce running costs especially where economies of scale linked to other contracts could apply though overheads required to generate a profit could offset this; as a commercial body some charitable funding would not be accessible though may be better placed to generate commercial income; volunteers may be less prepared to work for a commercial body; environmental expertise may be available though often shared across many sites and may have to buy in.

Option 2c: Transfer to community body: TUPE implications might be difficult for a community group plus unlikely to have capacity within organisation to deliver economies of scale; as a community body would potentially be able to access funding that others can't however would be limited by capacity and cash flows; would have good ability to generate community involvement; would probably have to buy in environmental expertise, likely to be more costly.

Option 3: Partnership: Potential to reduce running costs by sharing equipment and staff across sites, however this may be offset by complex partnership arrangements and conflicting priorities and may take significant time to establish, possibly even reducing SCC's flexibility; could be effective at generating income and accessing funds as would be able to access a variety of sources and use strengths of different partners; could be effective at pooling volunteer efforts and community engagement resources; different partners may have access to a variety of expertise.

Option 4: Trust: Potential to reduce running costs over time; initial cost and some complexity to establishing and running the trust however it might be more resilient in the longer term but would hinge on enough of the sites going to the trust to make it viable; would be able to access funding sources that local authorities can't and people may be more willing to donate to a bespoke trust; people are likely to be willing to volunteer for a bespoke trust; would require an arrangement with SCC or others to gain full environmental expertise or would need to buy in.

Conclusion: The three highest scoring options are transfer to an environmental body, establish a trust or retain in-house. Commercial, community and partnership options do not score well and it is suggested that these should not be pursued further as separate options in their own right, though elements may be included within the high scoring options.

## Appendix 4 – Countryside Estate Review – Options Appraisal

Options appraisal – Major Local Sites

The major local sites include: Brownshore Lane, Froghall, Hanchurch Hills, Hatherton Reservoir, Sevens Road and Redland Claypit\*

Vision and requirements for the sites: These local sites vary in size though tend to be relatively small and local in nature, however they each have management needs and liabilities requiring some expertise due to the presence of local or national environmental designations, protected species, historic structures or reservoirs. All are used as local amenity sites, valued by their communities. There is some scope to enhance the sites and develop trails etc. but income generation opportunities are generally minimal.

Key objectives:

- Ensure sites are managed and maintained to provide a safe and enjoyable visitor experience
- Ensure natural and cultural heritage assets are protected and conserved in line with legal requirements
- Enhance the amenity value of the sites through trails and interpretation

Page 60

Measure	Weighting	Option 1	Option 1 score	Option 2a	Option 2a score	Option 2b	Option 2b score	Option 2c	Option 2c score	Option 3	Option 3 score	Option 4	Option 4 score
Efficient operating model that is achievable, flexible and resilient to future change	25	7	175	6	150	7	175	7	175	4	100	7	175
Ability to generate income & secure additional funding to enhance the visitor experience	20	7	140	8	160	6	120	8	160	7	140	8	160

## Appendix 4 – Countryside Estate Review – Options Appraisal

Ability to attract and retain volunteers and engage communities	30	8	240	8	240	5	150	8	240	7	210	8	240
Ability to meet legal and environmental requirements	25	8	200	7	175	6	150	6	150	7	175	7	175
Total	<b>100%</b>		<b>755</b>		<b>725</b>		<b>595</b>		<b>725</b>		<b>625</b>		<b>750</b>

### Rationale

Weighting: Some of the work on these sites will be basic maintenance and there is potential to reduce costs, however some environmental input will be required for aspects of the sites. There is a strong potential to increase community and volunteer involvement to support management of these sites though community capacity will need to be developed. Income generation is likely to be limited, however there is potential for general improvements to the sites through small scale funding.

Option 1: Retain in-house: There may be potential to reduce running costs further through the in-house model though costs are already relatively low; SCC has a good track record with fund raising but access to small funds is not always possible for local authorities; resources are limited for supporting volunteering and community involvement at smaller sites and this could be a limitation; there is good access to a broad range of environmental expertise.

Option 2a: Transfer to environmental body: While it may be possible to reduce running costs through another body, this option scores relatively low on feasibility as it is less likely significant environmental bodies would be interested in small scale sites; if registered charity then an environmental body would be able to access a broader range of funding; may have good ability to support volunteering but also likely to focus this resource on larger sites; would have good expertise but may not include the full range of skills and may be spread across numerous sites.

Option 2b: Transfer to commercial body: A commercial body may be able to reduce running costs though would also be looking for profit, smaller sites tend not to be economical; commercial bodies cannot always access a broad range of funds and volunteers may be less willing to work with them; environmental expertise may be available however it is often shared across many contracts if available at all.

## Appendix 4 – Countryside Estate Review – Options Appraisal

Option 2c: Transfer to community body: These sites are of a scale where community management could be viable though some support may be required due to the complexity of aspects of the sites and associated liabilities; community bodies may be well equipped to raise local funds, support volunteering and local involvement. Support would probably be required with environmental aspects and liabilities, e.g. reservoirs etc.

Option 3: Partnership: Partnership options could offer many benefits but are likely to be time-consuming to develop and may have limited certainty for SCC with regard to ongoing management responsibilities. This would be difficult to explore as a separate option in its own right but might sit better as a component of other options.

Option 4: Trust: There may be benefits to these sites being managed by a bespoke trust, including the ability to fundraise through a wider range of sources, the ability to support community involvement and volunteering, etc. For these sites the trust model would only be viable if the trust also had some larger sites as well.

Conclusion: There are four potentially viable options for the major local sites, including retaining in-house, managing via a bespoke trust, transferring to an environmental body or community management. The trust option would only be viable if a trust were being set up to manage some of the larger sites as these would not be a viable portfolio on their own; transfer to an environmental body scores well but may not be feasible as there was no interest from such bodies through the previous expression of interest exercise.



## Appendix 4 – Countryside Estate Review – Options Appraisal

Options appraisal – Minor Local Sites

The minor local sites include: Hanbury Common, Oakamoor

Vision and requirements for the sites: These are small local sites used for local amenity, e.g. as picnic sites. They have no significant environmental requirements and therefore the focus is on maintaining them as an accessible and enjoyable local resource.

Key objectives:

- Ensure sites are managed and maintained to provide a safe and enjoyable visitor experience

Measure	Weighting	Option 1	Option 1 score	Option 2a	Option 2a score	Option 2b	Option 2b score	Option 2c	Option 2c score	Option 3	Option 3 score	Option 4	Option 4 score
Efficient operating model that is achievable, flexible and resilient to future change	35	5	175	3	105	9	315	7	245	3	105	4	140
Ability to generate income & secure additional funding to enhance the visitor experience	15	4	60	5	75	4	60	7	105	5	75	7	105
Ability to attract and retain volunteers and engage communities	30	6	180	6	180	5	150	8	240	6	180	6	180
Ability to meet legal and environmental requirements	20	7	140	7	140	7	140	6	120	7	140	6	120
<b>Total</b>	<b>100%</b>		<b>555</b>		<b>500</b>		<b>665</b>		<b>710</b>		<b>500</b>		<b>545</b>

## Appendix 4 – Countryside Estate Review – Options Appraisal

### Rationale

Weighting: These small local sites are relatively simple and mainly require grounds maintenance type work. A higher weighting has therefore been given to efficiency of operation and the ability to increase community engagement and volunteering since this could be very effective to support management and local use and value of the sites, increasing their benefits to local people. Ensuring the sites are safe and accessible is also important but there are less other legal requirements on these sites. There is also limited opportunity for income generation and enhancement of facilities.

Option 1: Retain in-house: These small sites could be retained in-house and require relatively little work; long term viability and flexibility will always be subject to pressures on council budgets however and as small sites within a more complex portfolio these sites are always likely to be lower on the priority list. Other options may therefore offer better scope to maximise the benefits the sites could offer to local communities.

Option 2a: Transfer to environmental body: While environmental bodies could manage the sites well, they are ultimately unlikely to be interested in these sites, preferring sites with greater environmental interest. There was no interest in these sites from environmental bodies in the previous EOI process.

Option 2b: Transfer to commercial body: Commercial management may be an option for these sites since they largely require grounds maintenance work. Commercial bodies may however be less successful at developing volunteering and community involvement and this would need to be considered.

Option 2c: Transfer to community body: These sites could be ideal for community management; community groups would be able to reduce running costs and greatly support an involvement by the community in the management of the site. They could effectively secure funding for small-scale enhancements that would maximise benefits to the community. Liabilities are at a manageable level.

Option 3: Partnership: The partnership option could offer many benefits but scores low on feasibility as a stand-alone option due to the likely complexity of setting it up; it is also likely to be less feasible for such small sites. Partnership working could however be explored as a component of other options.

## **Appendix 4 – Countryside Estate Review – Options Appraisal**

Option 4: Trust: The sites could be included in a portfolio of sites for a bespoke trust, however they would only work as part of a wider portfolio - this option would not stand alone. The sites may be less attractive as their potential to add to the viability of the trust would be limited.

Conclusion: Community management is the highest scoring option for the minor local sites - the sites lend themselves well to this approach and community management would be more likely to engender community involvement and maximise the benefits these sites could offer to local people. However the previous EOI process found that there would need to be a support and capacity-building process required to facilitate this. Commercial management may offer an efficient way to manage the sites though may not achieve the community benefits that would be desirable. Retaining in house remains a default option.

## Appendix 4 – Countryside Estate Review – Options Appraisal

Options appraisal – Greenways

The greenways include: Stafford to Newport; Oakamoor to Denstone; Leek to Rushton

Vision and requirements for the sites: The greenways are an important multi-user recreational resource providing popular amenity and utility routes in the county. Ensuring they are maintained to a high standard is a priority, plus in some cases surfacing could be enhanced to make them more suitable for a wider range of users.

Key objectives:

- Ensure sites are managed and maintained to provide safe and enjoyable routes for amenity and utility purposes

Measure	Weighting	Option 1	Option 1 score	Option 2a	Option 2a score	Option 2b	Option 2b score	Option 2c	Option 2c score	Option 3	Option 3 score	Option 4	Option 4 score
Efficient operating model that is achievable, flexible and resilient to future change	35	6	210	2	70	7	245	4	140	2	70	4	140
Ability to generate income & secure additional funding to enhance the visitor experience	10	3	30	4	40	3	30	4	40	4	40	4	40
Ability to attract and retain volunteers and engage communities	20	6	120	6	120	5	100	7	140	6	120	6	120
Ability to meet legal and environmental requirements	35	7	245	7	245	7	245	6	210	7	245	7	245
<b>Total</b>	<b>100%</b>		<b>605</b>		<b>475</b>		<b>620</b>		<b>530</b>		<b>475</b>		<b>545</b>

## Appendix 4 – Countryside Estate Review – Options Appraisal

### Rationale

Weighting: The linear nature of greenways and the presence of significant items of infrastructure (e.g. bridges) has meant the highest weighting has been given to measure 1 - efficiency of operation. As greenways often connect urban areas and provide easy access to the countryside, it is also important that they are well-maintained so ensuring our legal responsibilities also scored high. Greenways run through many communities and therefore provide an ideal opportunity to increase community engagement and volunteering, although it is recognised that this might prove difficult to co-ordinate. There is limited opportunity for income generation and enhancement of facilities other than at key entry points onto greenways.

Option 1: Retain in-house: Greenways could be retained in-house, requiring basic grounds maintenance activities i.e. regular inspections and vegetation control, and reactive path and infrastructure maintenance. Greenways are often promoted as leisure routes and alternative routes for walkers and cyclists, meaning that their constant upkeep must remain a priority and the council is well placed to deliver this; it can deploy its staff to meet business need anywhere across the county at short notice. It is recognised however, that the long term viability of Option 1 will always be subject to pressures on council budgets.

Option 2a: Transfer to environmental body: While environmental bodies could manage greenways, they are unlikely to be interested in them as an asset since they have limited environmental interest. Environmental bodies offer no benefits beyond option 1 (default option) and scores joint lowest with the partnership option.

Option 2b: Transfer to commercial body: Commercial management may be an option for greenways since they largely require grounds maintenance type work. Commercial bodies should be able to offer private sector efficiency and dynamism, but may not be able to be flexible in emergency situations and may be less resilient to future changes. They would be able to meet legal and environmental requirements as this would be a condition of the contract.

Option 2c: Transfer to community body: Many of the liabilities attached to greenways are manageable at a local level (except bridges), meaning they could be managed by community groups. However, where communities have got involved in their management, this has tended to focus on the section of the greenway within the confines of the settlement rather than the sections further away. The linear nature of greenways makes the opportunity for community management more complicated.

## Appendix 4 – Countryside Estate Review – Options Appraisal

Option 3: Partnership: The partnership option could offer many benefits but scores low on feasibility as a stand-alone option due to the likely complexity of setting it up; the greenway network is likely to be less attractive to a partnership than all other countryside assets. Greenways would have to be explored as part of a package of measures.

Option 4: Trust: Greenways could be included in a portfolio of other countryside sites (e.g. country parks and local sites) and form part of a bespoke trust model but this would not work as a stand-alone option. They would however be unlikely to be attractive to a trust as they have little potential to raise income and can be costly to maintain.

Conclusion: Commercial management is the highest scoring option for greenways. The physical nature of greenways lends them to this approach as it is recognised that the private sector may well bring greater efficiencies. The council must ensure that any tender provides an improved service specification. Retaining in house remains a feasible default option.

## Appendix 4 – Countryside Estate Review – Options Appraisal

Options appraisal – Public rights of way (maintenance)

These include 4,400km of designated public rights of way including approximately 3,700km of footpaths 700km of bridleways and small distance of BOATS and restricted byways.

Vision and requirements for the sites: Under the Highways Act 1980, public rights of way must be maintained (at public expense) so that they are safe and open for public use.

Key objective:

- Ensure rights of way are maintained to provide safe and usable routes across the county.

Page 69

Measure	Weighting	Option 1	Option 1 score	Option 2a	Option 2a score	Option 2b	Option 2b score	Option 2c	Option 2c score	Option 3	Option 3 score	Option 4	Option 4 score
Efficient operating model that is achievable, flexible and resilient to future change	30	6	180	0	0	7	210	3	90	0	0	2	60
Ability to generate income & secure additional funding to enhance the visitor experience	10	5	50	2	20	4	40	6	60	2	20	4	40
Ability to attract and retain volunteers and engage communities	25	6	150	5	125	5	125	7	175	5	125	5	125
Ability to meet legal and environmental requirements	35	6	210	5	175	6	210	4	140	5	175	6	210
<b>Total</b>	<b>100%</b>		<b>590</b>		<b>320</b>		<b>585</b>		<b>465</b>		<b>320</b>		<b>435</b>

## Appendix 4 – Countryside Estate Review – Options Appraisal

### Rationale

Weighting: The council has a statutory duty to manage and maintain the county's rights of way network, including keeping it open and safe for people to use. For this reason, measure 4 is most heavily weighted; the ability to achieve a flexible and resilient operating model is also considered a major factor as the county has a large and expansive network, spanning 4,400km. There is also scope to increase volunteer input into its maintenance, but in reality this will always be supporting a staff-based model. Rights of way offer little opportunity to generate an income.

Option 1: Retain in-house: The maintenance of public rights of way could be retained in-house, but under the revised model which will see all parts of the service - staff, processes and procedures - change in order to be deliverable within available resources. The council has ultimate accountability for ensuring that the network remains open and safe for users; it is well placed to manage such a large, expansive network; it can deploy its staff to meet business need anywhere across the county at short notice; and the council has a good track record of volunteering and community involvement, and this can be developed further. It is recognised however, that the long-term viability of Option 1 will always be subject to pressures on council budgets.

Option 2a: Transfer to environmental body: While environmental bodies could maintain the rights of way network, they are unlikely to be interested as their focus is on the conservation and enhancement of the natural environment. Environmental bodies offer no benefits beyond option 1 (default option) and scores joint lowest with the partnership option.

Option 2b: Transfer to commercial body: Securing a commercial provider to maintain public rights of way is an option for some or all of the necessary activities required to maintain the network. While a commercial provider should be able to offer private sector efficiency and dynamism, it may not be flexible in situations that require an immediate response and it may be less resilient to future changes. Meeting all legal requirements would be included within the contract, but the council would have to retain accountability.

Option 2c: Transfer to community body: While public rights of way could be managed by community groups, this is likely to always be as part of a staff-based model (i.e. option 1). Community groups may struggle to carry out large-scale works but could assist greatly with general maintenance of their local routes. Many of the liabilities attached to rights of way are manageable at a local level (with the exception of large span bridges), with many community groups requiring minimal training and guidance.



## Appendix 4 – Countryside Estate Review – Options Appraisal

Option 3: Partnership: The partnership option could offer many benefits but scores low on feasibility as a stand-alone option due to the likely complexity of setting it up; the rights of way network is likely to be less attractive to a partnership than all other countryside assets. The rights of way network would have to be explored as part of a package of measures.

Option 4: Trust: Rights of way maintenance could be included in a portfolio of other countryside sites (e.g. country parks and local sites) and form part of a bespoke trust model. However, rights of way maintenance would only work as part of a wider portfolio - this option would not stand alone; it would also not be attractive to a trust since it offers little opportunity to generate income or add value.

Conclusion: Retaining rights of way maintenance in-house (option 1) is the highest scoring option, closely followed by commercial body (option 2b). The size and spread of the rights of way network lends itself to both of these models. A combination of these two options may offer even greater benefits, with the council ensuring that any commercial body delivers to an improved service specification. Environmental bodies, community involvement, trust and partnership models have all scored low.



# Countryside Estate Review Community Impact Assessment Checklist and Executive Summary

Page 73

**Name of Proposal:** Countryside Estate Review

**Project Sponsor:** Janene Cox, Commissioner for Culture, Communities and Rural



**Project Managers:** Nicola Swinnerton, Rural Development and Access Manager;  
Sarah Bentley, Environmental Advice Manager; Emma Beaman, Countryside Manager

**Date:** 13 November 2018

the knot unites



**Final Checklist** – Prior to submitting your Community Impact Assessment (CIA), please ensure that the actions on the checklist below have been completed, to reassure yourself/ SLT/ Cabinet that the CIA process has been undertaken appropriately.

Checklist	Action Completed (tick)	Comments/Actions
<p>The project supports the Council's Business Plan, priorities and MTFS.</p>		<p>The delivery of an effective countryside estate and rights of way network contributes to the delivery of the Council's vision for a connected Staffordshire where everyone has the opportunity to access more jobs and feel the benefits of economic growth; be healthier and more independent; feel safer, happier and more supported in and by their communities.</p> <p>The estate and network contribute to the Council's priorities by providing green spaces to support people's health and wellbeing, contributing to quality of life and Staffordshire's attractiveness as a place to live, work and visit. By supporting active community involvement, including through volunteering, they also contribute to community cohesion, skills development and employability. Many of the country parks are significant for their natural and cultural heritage, and the rights of way network provides safe access to local facilities, making them important assets for communities.</p> <p>The current operating model for the estate is through a countryside service based in Rural County. The wider budget for Rural County is currently £2.16 million per annum (with an additional annual capital budget of £150,000).</p> <p>Through the county council's Medium Term Financial Strategy, Rural County is currently committed to delivering further savings of £318,000 from its net operating budget from 2019/20 through to 2020/21. The delivery of this cumulative saving would represent a further reduction of 15% in the Rural County's 2018/19 net revenue budget.</p>
<p>It is clear what the decision is or what decision is being requested.</p>		<p>Cabinet approval is needed for the estate 'groupings' and appraisal process; the recommended package of</p>

		management solutions (and associated implementation plan); and the scheme of delegation to make final decisions.
For decisions going to Cabinet, the CIA findings are reflected in the Cabinet Report and <b>potential impacts are clearly identified and mitigated for</b> (where possible).	✓	Findings are covered in full Community Impact Assessment, which is an appendix to the main report. Also see the full Options Appraisal document.
The <b>aims, objectives and outcomes</b> of the policy, service or project have been clearly identified.	✓	The aim, objectives and outcome of the countryside estate review; the critical success factors and the appraisal measures (including weightings) are detailed in the main report and its appendices.
The <b>groups</b> who will be affected by the policy, service or project have been clearly identified.	✓	The main groups affected by the countryside estate review are the users of the estate and the rights of way network; and the staff employed to manage and maintain the estate and network.
The <b>communities</b> that are likely to be more adversely impacted than others have been clearly identified.	✓	Further details are set out in the full Community Impact Assessment. The main PSED groups that may be affected by the countryside estate review are people with physical disabilities, mental health issues, and staff. The measures to mitigate against this have been outlined. Other groups that may see an impact are rural communities and people using the sites to participate in leisure and recreational activities.
Engagement / consultation has been undertaken and is representative of the residents most likely to be affected.	✓	A full public consultation exercise ended in early 2016. There has also been a range of engagement and consultation with customers, and with a wide range of stakeholders and potential partners during the review.  Staff have been engaged via team meetings, 1-2-1s, email updates, and via Rural County Review meetings.
A range of people with the appropriate knowledge and expertise have contributed to the CIA.	✓	Rural County Managers (OMT) and Senior Leaders from Families & Communities have had the opportunity to contribute to the Community Impact Assessment.
Appropriate evidence has been provided and used to inform the development and design of the policy, service or project. This includes data, research, engagement/consultation, case studies and local knowledge.	✓	Research has been referenced to support the findings in the Community Impact Assessment. This research has steered the countryside estate review.
<b>The CIA evidences how the Council has considered its statutory duties under the Equality Act 2010 and how it has considered the impacts of any change on people with protected characteristics.</b>	✓	Further details are set out in the full Community Impact Assessment. The main PSED groups that may be affected are people with physical disabilities and mental health issues, and staff. The measures to mitigate against this impact have been outlined.  Access to the countryside estate and rights of way network will be unaffected by the countryside estate review.

The next steps to deliver the project have been identified.



If Cabinet approve the recommendation on the suggested delivery model/s for the countryside estate and rights of way maintenance, the next steps are found in the Implementation Plan.

**Executive Summary** – The Executive Summary is intended to be a collation of the **key issues and findings** from the CIA and other research undertaken. This should be completed **after** the CIA and research has been completed. Please structure the summary using the headings on the left that relate to the sections in the **CIA template**. Where no major impacts have been identified, please state N/A.

	Which groups will be affected?	Benefits	Risks	Mitigations / Recommendations
<p><b>PSED</b> – What are the impacts on residents with a protected characteristic under the <b>Equality Act 2010</b>? <i>Highlight any concerns that have emerged as a result of the equality analysis on any of the protected groups and how these will be mitigated. It is important that Elected Members are fully aware of the equality duties so that they can make an informed decision and this can be supported with robust evidence.</i></p>	<p>People with physical disabilities</p>	<p>Facilities that support access by people with disabilities (e.g. mobility scooters, accessible toilets and designated parking bays) are provided on larger sites. There are no proposals to reduce this offer going forwards. In the long-term, a more sustainable delivery model for the countryside estate may give the opportunity to improve facilities.</p> <p>Legislation requires that rights of way provision for disabled people is considered equally with that of other users.</p>	<p>Given budget reductions, there is a risk that service standards may reduce, which could impact upon disabled users.</p> <p>There may also be a perception that a different provider may not be able to retain current service standards and people may feel that their access and enjoyment may be affected if services are transferred to an external provider; they may feel the overall condition of the countryside estate and rights of way network (e.g. paths and furniture) may deteriorate if they are maintained by an external provider.</p>	<p>We will attempt to ensure quality of access and provision remains to at least existing standards and will engage with relevant stakeholder groups with regards to this in future, as appropriate. This will ensure that this group are not significantly or disproportionately affected by the Review.</p>
	<p>All staff involved directly and indirectly with the management of the countryside estate and rights of way maintenance.</p> <p>No matter which delivery model is chosen, a staffing re-organisation across the whole of</p>	<p>On completion of the Review, staff should have greater job security and career progression opportunities.</p> <p>Whilst organisational change will be necessary, this is unlikely to have a significant effect the workforce profile. Some changes may be seen in the gender profile as more men work in managing the</p>	<p>Staff currently face uncertainty as proposals are still being developed. There is the potential that some staff will be made redundant or transferred to other organisations via the TUPE process.</p>	<p>A clear and transparent consultation process will be taken with staff and trade unions.</p> <p>Managers will continue to brief, engage and consult staff and their trade union representatives as the detailed proposals are developed.</p>

	<p>Rural County is required to deliver its MTFS commitments. Therefore, this CIA includes all Rural County staff.</p>	<p>countryside estate and carrying out rights of way maintenance.</p>		
<p><b>Health and Care</b> – How will the proposal impact on residents’ health? How will the proposal impact on demand for or access to social care or health services?</p>	<p>Everyone, but especially those prone to, or suffering with, poor mental health.</p>	<p>The countryside estate and rights of way network will continue to have a positive effect on mental health - raising self-esteem, improving people’s mood, and reducing isolation.</p> <p>Volunteering opportunities for people who suffer poor mental health are available across the countryside estate and this is likely to continue after the Review.</p>	<p>There is a risk that the process of change through the Review and the public perception of this may impact upon the mental and physical health of Staffordshire’s population. If sites are transferred it is possible that a new provider will introduce changes that some people will view negatively and therefore vote with their feet, therefore there is a risk that mental and physical health might decline as a result of fewer visits being made.</p>	<p>People will be kept informed with local information to confirm that the sites will still continue to operate for the benefit of Staffordshire’s residents and visitors.</p> <p>Stakeholder engagement with organisations representing these groups will take place as detailed proposals for each site are developed. This will ensure that these groups are not significantly or disproportionately affected by the Review.</p> <p>Reassurance needs to be given to the public that no matter the outcome of the Review:</p> <ul style="list-style-type: none"> <li>• All sites will remain open and available to the public.</li> <li>• Any changes regarding how sites are operated are designed to help them become financially sustainable.</li> <li>• Unless there is evidence of added value, sites will continue to be managed by the Council.</li> </ul>
	<p>Everyone using the countryside estate and rights of way network to participate in leisure and recreational activities.</p>	<p>By their nature, green spaces promote physical activity by offering a safe, accessible and attractive place for exercise, such as walking, running, or cycling.</p> <p>The countryside estate hosts numerous events that promote healthy lifestyles e.g. Ironman and Walking for Health. These activities of this type will continue after the Review.</p>		



<p><b>Economy</b> – How will the proposal impact on the economy of Staffordshire or impact on the income of Staffordshire’s residents?</p>	<p>Businesses seeking to move within or relocate to Staffordshire; and businesses who operate on the countryside estate and who sell goods and services to the Council.</p>	<p>If, as a result of the Review, countryside sites have an enhanced offer, this will make the local area more attractive to inward investors. It may also create new opportunities for businesses who want to sell goods and services on the estate.</p> <p>Wherever possible, the Council will continue to secure developer contributions to mitigate against the adverse impact of development on the countryside estate.</p>	<p>There may be a perception that the Council is seeking to use some of its countryside sites for development (or even restrict development).</p>	<p>There needs to be a clear message that the countryside estate will be protected for future generations.</p> <p>There will be ongoing discussions with the Stoke and Staffordshire Local Enterprise Partnership, as well as local planning authorities, to ensure opportunities for the countryside estate to support economic growth and inward investment are taken responsibly.</p>
	<p>People directly and indirectly employed to manage the countryside estate and maintain the rights of way network.</p>	<p>If, as a result of the Review, some activities are transferred to other providers, there may be opportunities to safeguard staff by transferring them under the TUPE process. There may also be new jobs created and improved career progression opportunities within these organisations.</p> <p>It is likely that new job roles will be created within Rural County to oversee the management of the estate and rights of way maintenance. Where possible, jobs will be advertised externally.</p> <p>Countryside volunteering can develop people’s confidence and skills, improving their employability.</p>	<p>Staff currently face uncertainty as proposals are still being developed. There is the potential that some staff will be made redundant or transferred to other organisations via the TUPE process.</p>	<p>Managers will continue to brief, engage and consult staff and their trade union representatives as the detailed proposals are developed.</p>

<p><b>Environment</b> – How will the proposal impact on the physical environment of Staffordshire?</p>	<p>Users of the countryside estate and public rights of way network.</p> <p>People living on the estate or who have public rights of way crossing their land.</p>	<p>Most of the countryside estate is within rural Staffordshire and is protected by environmental legislation due to its fauna and flora.</p> <p>Following the Review, sites and rights of way will remain open for public use.</p> <p>Rights of way provide a convenient means of travelling, particularly for short journeys, in both rural and urban areas. They will continue to be a means of travelling, irrelevant of the Review's outcome.</p>	<p>The public may feel that another provider will place less importance on the natural environment and their designations; the public may feel that the focus of another provider will be on efficiencies and making money.</p> <p>The public may view the Council as unsympathetic to the protection and preservation of Staffordshire's natural environment.</p>	<p>Site management plans will be produced as part of lease agreements or contract management processes and these will be regularly monitored and reviewed by the Council.</p> <p>There needs to be a clear message to the public that unless there is evidence of added value, sites will remain in the management of the Council.</p> <p>Ongoing stakeholder engagement with organisations representing rural and environmental bodies will continue as the Review progresses.</p>
<p><b>Localities / Communities</b> – How will the proposal impact on Staffordshire's communities?</p>	<p>Individual volunteers.</p> <p>Stakeholder and user groups.</p> <p>Parish and town councils.</p>	<p>No matter the outcome of the Review, greater community involvement in the management of the countryside estate and maintenance of public rights of way is required.</p> <p>Fortunately, countryside sites are often seen as part of local identity and heritage, with accessible spaces providing community places that are inclusive and free to use.</p> <p>Many of Staffordshire's countryside sites are small and scattered throughout the county, making them difficult to maintain economically. However, these small sites are highly valued by the</p>	<p>An Expression of Interest exercise undertaken in 2017 identified a great deal of interest in countryside sites from local communities, however many of the groups did not feel able to take on the full management of sites without considerable professional support and with the county council retaining the more complex on-site liabilities.</p>	<p>Ongoing stakeholder engagement with organisations representing local community groups and the voluntary sector will continue as proposals develop.</p>

		people who live nearby.		
	Everyone, but especially vulnerable members of society.	Getting community groups involved in the management of the countryside estate and maintenance of public rights of way can bring about a safer and more welcoming local environment.	There may be a perception that a countryside estate that is not managed by the Council is less safe. The public may feel that the priority of a new provider will be making money rather than community safety.	<p>Site management plans will be produced as part of lease agreements or contract management processes and these will be regularly monitored and reviewed by the Council.</p> <p>The role the countryside estate and rights of way network can play in place-making will be promoted and people/groups encouraged to participate.</p> <p>Conversations with community groups will continue to promote and retain community involvement in the management and maintenance of countryside sites and rights of way.</p>
	Students and adult learners.	<p>Countryside sites offer inspirational spaces that can unlock children's learning potential.</p> <p>If some of the sites are managed by another provider, there is the potential that they will widen the educational offer.</p> <p>The rights of way network provides safe access to many schools and colleges.</p> <p>Apprenticeships and work</p>	<p>If some of the sites are managed by a community or commercial organisation, there is a risk that their educational offer will be weaker than the in-house offer.</p> <p>There will always be the risk that any 'educational offer' will not be seen as a priority, no matter the final delivery model.</p>	<p>Conversations with educational and training providers will take place to ensure that opportunities, such as work placements and apprenticeships, are developed.</p>

		<p>placement opportunities are available from time-to-time within the Ranger Service.</p> <p>The Apprenticeship Levy offers great potential that will need to be explored further.</p>		
	<p>Participants in outdoor leisure activities e.g. fishing, bird watching, trail running, etc.</p> <p>Visitors with an interest in culture and heritage.</p>	<p>There is the potential that leisure and culture assets could be enhanced if countryside sites are transferred; Environmental bodies, community groups and commercial organisations may be best placed to utilise these assets.</p>	<p>The public may fear that opportunities to participate in leisure and cultural pursuits may be reduced if the countryside estate is transferred to an external provider. They may also perceive that the condition of these assets may deteriorate or become a commercial commodity.</p>	<p>Stakeholder engagement with organisations representing these groups will take place as detailed proposals for each site are developed. This will ensure that this group is not significantly or disproportionately affected by the Review.</p>
	<p>Individual volunteers.</p> <p>Stakeholder and user groups.</p> <p>Parish and town councils.</p>	<p>No matter the outcome of the Review, greater community involvement in the management of the countryside estate and maintenance of public rights of way is required.</p> <p>A menu of countryside volunteering opportunities is being developed as well as a comprehensive offer across the Ranger Service, Works Unit and Visitor Centres. The volunteering offer will be high-quality and standardised across the county.</p> <p>Arguably, environmental bodies and local community groups are better suited to managing certain assets; they can attract volunteers, access funding opportunities and are</p>	<p>There is a risk that the number of volunteers needed to help manage the countryside estate and maintain rights of way does not come forward, meaning that there is a risk that the Council fails to meet its statutory duties and legal responsibilities.</p>	<p>A clear and considered volunteer recruitment campaign is required, together with measures to retain existing volunteers.</p>

		less bureaucratic than the Council.		
	Rural Communities: People living in rural areas.	Most of the countryside estate and rights of way network is within rural Staffordshire. These assets support the rural economy and are valued as key local amenities.	Some rural communities might view the Council as withdrawing services from rural areas. It may raise criticism regarding the lack of public money being spent in rural areas.	<p>Ongoing engagement with community organisations (e.g. parish councils, friends of groups, etc.) will continue as proposals develop.</p> <p>Reassurance needs to be given to the public that no matter the outcome of the Review:</p> <ul style="list-style-type: none"> <li>• All sites will remain open and available to the public.</li> <li>• Any changes regarding how sites are operated are designed to help them become financially sustainable.</li> <li>• Unless there is evidence of added value, sites will continue to be managed by the Council.</li> </ul>



# Countryside Estate Review Community Impact Assessment

Page 85

**Name of Proposal:** Countryside Estate Review

**Project Sponsor:** Janene Cox, Commissioner for Culture, Communities and Rural

**Project Managers:** Nicola Swinnerton, Rural Development and Access Manager;  
Sarah Bentley, Environmental Advice Manager; Emma Beaman, Countryside Manager

**Date:** 13 November 2018

the knot unites



# Community Impact Assessment Template

**Public Sector Equality Duty (PSED)** – Use this section to identify if the proposal will impact on our legal obligations under the Equality Act 2010 for both residents and staff. In summary, those subject to the general equality duty must have due regard to the need to: Eliminate unlawful discrimination, harassment and victimisation, advance equality of opportunity between different groups and foster good relations between different groups.

Please consider:

- Who is currently using the service, across the protected characteristics?
- What do we know about their experiences and outcomes?
- What relevant information is available from the Census and population trends data?
- What were the findings of the engagement/consultation?
- Is there any relevant national, regional and/or local sources of research/evidence available?
- Is there any relevant information from partners or voluntary, community, social enterprise organisations?
- What is the analysis of the impact on those with relevant protected characteristics?

Protected Characteristics:	Which groups will be affected	Benefits	Risks	Mitigations / Recommendations
Physical Disability (see next table for issues relating to mental health)	People with physical disabilities.	<p>Facilities that support access by people with disabilities (such as mobility scooters, accessible toilets and designated car parking bays) are provided on larger sites. There are no proposals to reduce this offer going forwards. In the long-term, a more sustainable delivery model for the countryside estate may give opportunities to improve facilities.</p> <p>Cannock Chase AONB is aiming to become the first protected landscape that</p>	<p>Given budget reductions, there is a risk that service standards may reduce, which could impact upon disabled users.</p> <p>There may also be a perception that a different provider may not be able to retain current service standards and people with disabilities may feel that their access and enjoyment will be affected if services are transferred to an external provider. Disabled users may feel the overall condition of the countryside estate and rights of way</p>	<p>We will attempt to ensure the quality of access and provision remains to at least existing standards and will engage with relevant stakeholder groups with regards to this in future, as appropriate. This will ensure that this group are not significantly or disproportionately affected by the Review.</p>



		<p>is designated as Dementia Friendly.</p> <p>Legislation requires that rights of way provision for disabled people is considered equally with that of other users. This is known as the principle of 'Least Restrictive Access' and requires that all structures meet the highest possible standards.</p>	<p>network (e.g. paths and furniture) will deteriorate if they are maintained by an external provider.</p>	
<b>Race</b> <b>Sex</b> <b>Age</b> <b>Religion or Belief</b> <b>Gender</b> <b>Reassignment</b> <b>Sexual Orientation</b> <b>Pregnancy and Maternity</b> <b>Marriage and Civil Partnership</b>	<p>Rural County does not capture data on how many people with these protected characteristics access the countryside estate and rights of way network.</p>	<p>No major impact.</p>		<p>We will attempt to ensure the quality of access and provision remains to at least existing standards and where any impact on these groups is anticipated, will engage with relevant stakeholder groups in future, as appropriate. This will ensure that no group is significantly or disproportionately affected by the Review.</p>
<b>Impact on SCC Staff</b> <p>If the proposal affects SCC staff, consider the workforce profile compared against the protected characteristics pre and post change, the impact of job losses, available support for staff, and HR protocols.</p>	<p>All staff involved directly and indirectly with the management of the countryside estate and rights of way maintenance.</p> <p>No matter which delivery model is chosen, a staffing</p>	<p>On completion of the Review, staff should have greater job security and career progression opportunities.</p> <p>Whilst organisational change will be necessary, no matter what delivery model is chosen, it is unlikely to have a significant effect on the</p>	<p>No matter which delivery model is chosen, staffing levels and job roles will be affected. However, it is premature at this stage to predict the exact nature and extent of the impact.</p> <p>Staff currently face uncertainty as proposals are still being developed. There is the potential that some</p>	<p>The Council will pursue a clear and transparent consultation process with staff and trade unions.</p> <p>Managers will continue to brief and engage with staff as the detailed proposals are developed. This will give staff an opportunity to shape the future management of the countryside estate.</p>

	re-organisation across the whole of Rural County is required to deliver its MTFS commitments. Therefore, this CIA includes all Rural County staff.	workforce profile. Some changes may be seen in the gender profile as more men work in managing the countryside estate and carrying out rights of way maintenance.	staff will be made redundant or transferred to other organisations via the TUPE process.	
--	--	---	--	--

**Evidence Base: (Evidence used/ likelihood/ size of impact)**

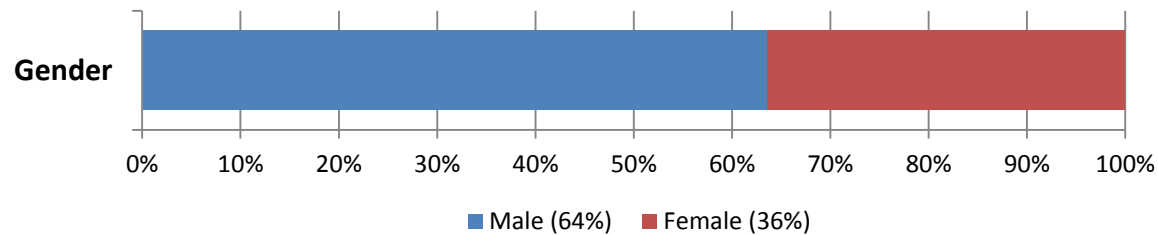
There are 55 members of staff within Rural County that are affected by the Review. The number of staff in each job role is detailed in the following table:

Role	Total
Biodiversity Officer	1
Chasewater Country Park Warden	1
Chasewater Development Officer	1
Countryside Manager	1
County Works Manager	1
Ecology Officer Chasewater	1
Environmental Advice Manager	1
Estate Worker	12
Head Ranger North	1
Head Ranger South	1
Historic Environment Record Officer	1
Information Assistant	2
Information Assistant - Cannock Chase	2
Principal Archaeologist	1
Principal Ecologist	1
Principal Landscape Officer	1
Principal Rights Of Way Officer	1
Ranger	12
RoW Officer - Maint/Enforcement (North)	1
RoW Officer - Maint/Enforcement (South)	1
Rural County Development Officer	1

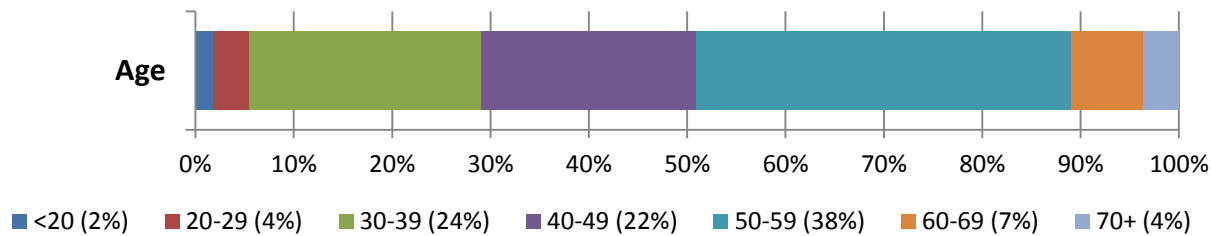
Rural Development Manager	1
Rural Development Officer	1
Rural Enterprise Manager	1
Rural Enterprise Support Officer	1
Senior Spatial Information Officer	1
Spatial Information Manager	1
Spatial Information Officer	1
Spatial Information Officer (ROW)	1
Works Unit Team Leader	2

Volunteers support the above staff, working 17,000 hours (between Oct. 2017 to Oct. 2018) equivalent to 10 FTE members of staff.

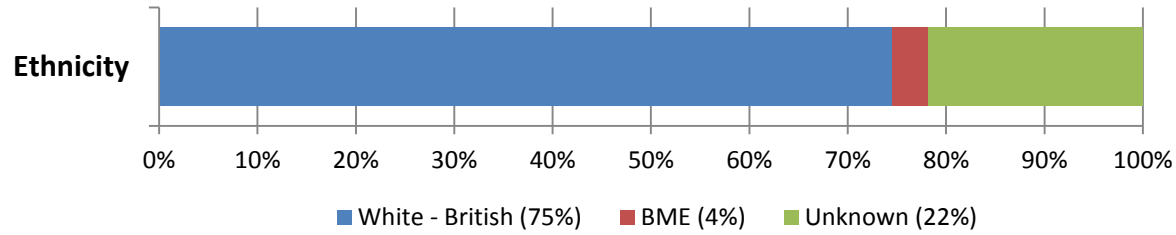
Almost two-thirds of staff (64%) are male and just over one-third (36%) are female.



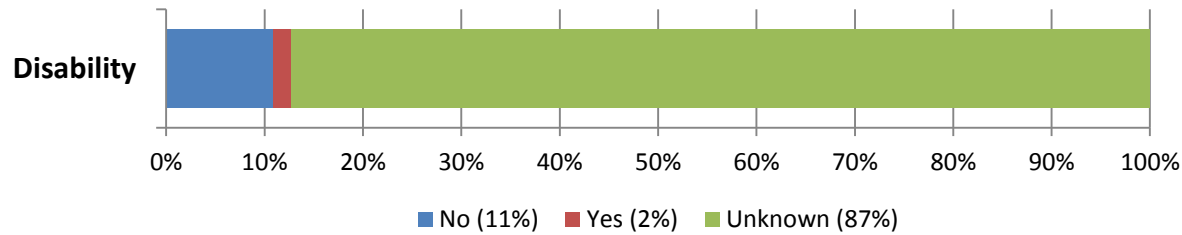
Almost four-fifths (38%) of staff are aged 50 to 59 years. The next largest group is 30 to 39 years, with comprises a quarter (24%) of the workforce.



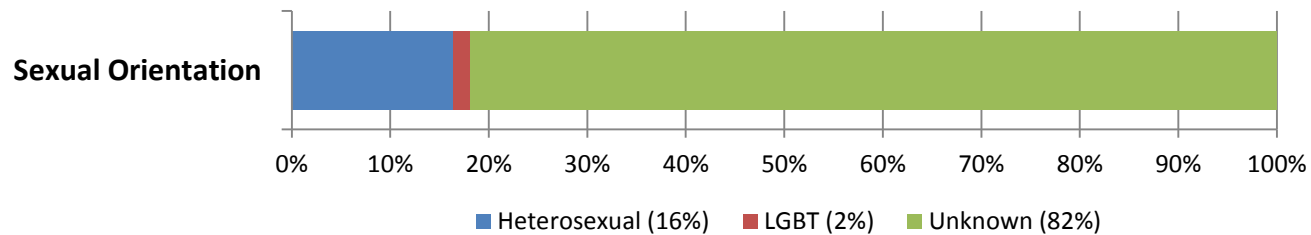
Three-quarters of staff identify themselves as White – British.



Just over ten percent (11%) of staff identify themselves as having a disability, yet data is unknown for 87% of staff.

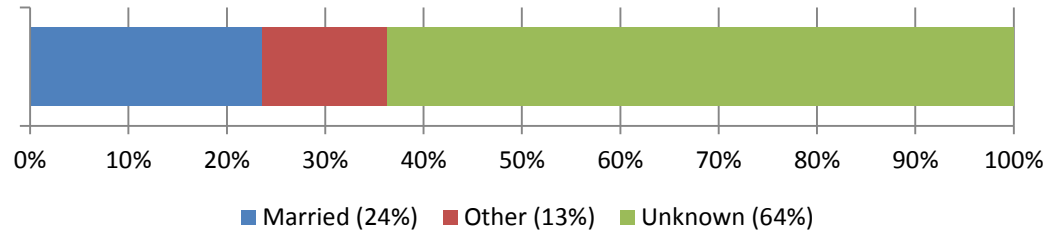


The sexual orientation is not known for over four-fifths (82%) of staff.



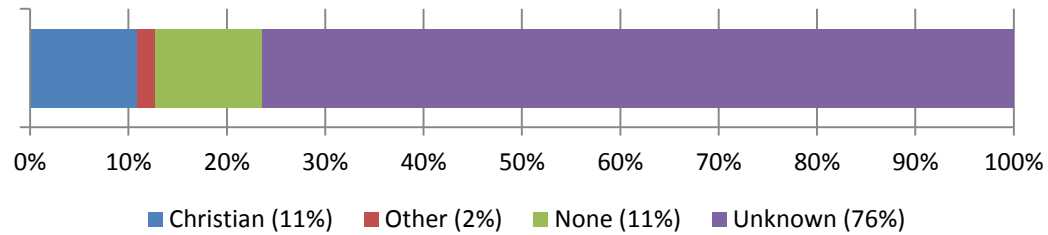
Almost one quarter (24%) of staff are married, although data is not known for almost two-thirds (64%) of staff.

**Marital Status**



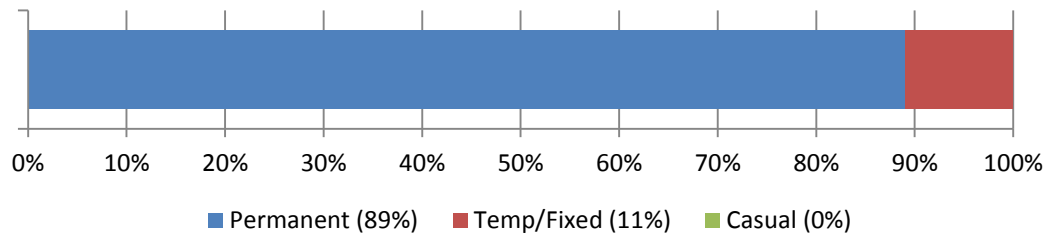
Little data is known about the religion of staff affected by the Review. However, just over a tenth (11%) identify themselves as Christian.

**Religion**



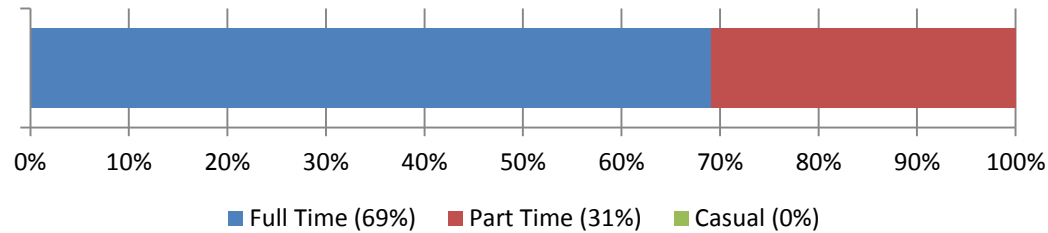
Most paid staff (89%) are on a permanent contract. There are no casual or agency staff employed in the service area.

**Contract Type**



Almost 70% of staff work on a full-time basis. Less than one-third (31%) of staff work on a part-time basis.

### Employment Status



The Council does not capture workforce data relating to gender reassignment or pregnancy.

**Health and Care** – Use this section to determine how the proposal will impact on resident’s health and wellbeing, and whether the proposal will impact on the demands for, or access to health and care services. Please consider the Care Act 2014 and the Health and Social Care Act 2012.

Category Area	Which groups will be affected	Benefits	Risks	Mitigations / Recommendations
<p><b>Mental Health and Wellbeing</b> Will the proposal impact on the mental health and wellbeing of residents or services that support those with Mental Health issues?</p>	<p>Everyone, but especially those prone to or suffering with poor mental health.</p> <p>Rural County does not capture data on how many people with mental health issues access the countryside</p>	<p>No matter which delivery model is chosen, the countryside estate and rights of way network will continue to have a positive effect on mental health - raising self-esteem, improving people’s mood, and reducing isolation.</p> <p>Volunteering opportunities for people who suffer poor mental health are available across the countryside estate and this is likely to continue after the Review.</p>	<p>There is a risk that the process of change through the Review and the public perception of this may impact upon the mental and physical health of Staffordshire’s population. If sites are transferred it is possible that a new provider will introduce changes that some people will view negatively and therefore vote with their feet, therefore there is a risk that mental and physical health might decline as a result of fewer visits being made.</p>	<p>We will attempt to ensure the quality of access and provision remains to at least existing standards and will engage with relevant stakeholder groups with regards to this in future, as appropriate. This will ensure that these groups are not significantly or disproportionately affected by the Review.</p> <p>The public will be kept informed, provided with local information to confirm that the sites will still continue to operate for the benefit of Staffordshire’s residents and visitors.</p>

	estate and rights of way network.			Reassurance needs to be given to the public that no matter the outcome of the Review:
<b>Healthy Lifestyles</b> Will the proposal promote independence and personal responsibility, helping people to make positive choices around physical activity, healthy food and nutrition, smoking, problematic alcohol and substance use, and sexual health?	Everyone.  Rural County does not capture data on how many people visit the countryside estate or use the rights of way network to participate in leisure and recreational activities.	By their nature, green spaces promote physical activity by offering a safe, accessible and attractive place for exercise, such as walking, running, or cycling.  The countryside estate hosts numerous events that promote healthy lifestyles e.g. Ironman and Walking for Health. Activities of this type will continue after the Review.		<ul style="list-style-type: none"> <li>• All sites will remain open and available to the public.</li> <li>• Any changes regarding how sites are operated are designed to help them become financially sustainable.</li> <li>• Unless there is evidence of added value, sites will continue to be managed by the Council.</li> </ul>
<b>Accidents and Falls Prevention</b>	No major impact.			
<b>Access to Social Care</b>				
<b>Independent Living</b>				
<b>Safeguarding</b>				
<b>Evidence Base: (Evidence used/ likelihood/ size of impact)</b>				
<p>Research has concluded that "green prescribing" by GPs and other medical professionals could be a valuable way of helping people maximise the benefits of spending more time outdoors. Green spaces are claimed to have therapeutic benefits, helping people recover from illnesses.</p> <p>Research carried out by 'Fields in Trust' calculated that country parks and green spaces across the UK provide people with over £34bn of health and wellbeing benefits. It states that they save the NHS at least £111 million per year through prevented GP visits.</p> <p>The Houses of Parliament publication, 'Green Space and Health' (October 2016), sets out the following health-related facts:</p> <ul style="list-style-type: none"> <li>• Levels of physical activity are higher in areas with more green space with people living near the greenest areas achieving the recommended amount of physical activity.</li> <li>• Those living closer to green space are more likely to use it, and more frequently.</li> </ul>				

- People who live within 500 metres of accessible green space are 24% more likely to meet 30 minutes of exercise levels of physical activity.
- A correlation has been observed between those living closest to greener areas and reduced levels of mortality, obesity and obesity-related illnesses.
- Adults who move to greener areas have better mental wellbeing and sustained improvement in self-reported happiness, compared to those moving to less green areas.
- Views of trees reduced the amount of moderate to strong analgesics needed by patients' post-surgery and the number of days in hospital.
- Patients and hospital staff report feeling happier and more relaxed after spending time in a garden or outdoor space, suggesting that hospitals could incorporate green spaces to improve the wellbeing of healthcare staff, and patients.
- Some indicators of psychological stress, including blood pressure and heart rate, are reduced in participants exposed to visual and auditory stimuli associated with nature.
- Engaging with nature benefits those living with conditions such as ADHD, depression and dementia, by improving cognitive functioning and reducing anxiety

For further information, please see 'Green Space and Health', Houses of Parliament, October 2016.

<http://researchbriefings.files.parliament.uk/documents/POST-PN-0538/POST-PN-0538.pdf>

## Economy – Use this section to determine how the proposal will impact on the economy of Staffordshire and the income of residents.

Category Area	Which groups will be affected	Benefits	Risks	Mitigations / Recommendations
<b>Economic Growth</b> Will the proposal promote the county as a “go to” location for business, and make it easy for businesses to start up, innovate and expand?	Businesses seeking to move within or relocate to Staffordshire; and businesses who operate on the countryside estate and who sell goods and services to the Council.	<p>If, as a result of the Review, countryside sites have an enhanced offer, this will make the local area more attractive to inward investors. It may also create new opportunities for businesses who want to sell goods and services on the estate.</p> <p>Wherever possible, the Council will continue to secure developer contributions to mitigate against the adverse</p>	<p>There may be a perception that the Council is seeking to use some of its countryside sites for development (or even restrict development).</p>	<p>There needs to be a clear message that the countryside estate will be protected for future generations.</p> <p>There will be ongoing discussions with the Stoke and Staffordshire Local Enterprise Partnership, as well as local planning authorities, to ensure opportunities for the countryside estate to support economic growth and inward investment are taken responsibly.</p>



		impact of development on the countryside estate.		
<b>Poverty and Income</b>	No major impact.			
<b>Workplace Health and Environments</b>	See section above relating to staff.			
<p><b>Access to jobs/ Good quality jobs</b> Will the proposal create the right conditions for increased employment in more and better jobs?</p>	<p>People directly and indirectly employed to manage the countryside estate and maintain the rights of way network.</p>	<p>If, as a result of the Review, some activities are transferred to other providers, there may be opportunities to transfer staff to these organisations. There may also be new jobs created and improved career progression opportunities within these organisations.</p> <p>It is likely that new job roles will be created within Rural County to oversee the management of the estate and rights of way maintenance. Where possible, new jobs created through the Review will be advertised externally.</p> <p>Countryside volunteering and community action can develop people's confidence and skills, improving their employability.</p>	<p>No matter which delivery model is chosen, staffing levels and job roles will be affected. However, it is premature at this stage to predict the exact nature and extent of the impact.</p> <p>Staff currently face uncertainty as proposals are still being developed. There is the potential that some staff will be made redundant or transferred to other organisations via the TUPE process.</p>	<p>Managers will continue to brief and engage with staff as the detailed proposals are developed. This will give staff an opportunity to shape the future management of the countryside estate.</p> <p>The Council will pursue a clear and transparent consultation process with staff and trade unions.</p>
<p><b>Evidence Base: (Evidence used/ likelihood/ size of impact)</b></p> <p>36 people are directly employed by the council to manage the countryside sites and maintain the rights of way network. However, it is unknown how many people are indirectly employed in either businesses that provide goods and services to manage the sites and network, or in businesses that operate from a countryside site.</p> <p>Green and natural spaces are fundamental to people's prosperity and contribute to a more successful economy. They underpin sustainable economic growth by attracting businesses and investment and can improve workforce productivity.</p> <p>Recent research carried out by the 'Fields in Trust' calculated that the Total Economic Value to an individual of country parks and green</p>				

spaces is £30.24 per year (£2.52 per month), and includes benefits gained from using their local park or green space and non-use benefits such as the preservation of parks for future generations.

The Economic Value of Our Green Spaces Report (February 2018) published by the Land Trust looked at one of its newest parks – Port Sunlight River Park – as a case study to demonstrate how the creation and good quality maintenance of a green space can add value to nearby houses, create and safeguard jobs and generate revenue for local businesses. The benefits include:

- £7.8 million added to the value of houses within a 500 metre radius of the park – an average of £8,674 per property.
- £48,000 annual revenue generated for the small businesses that operate in the park, such as dog walkers and ice cream vendors.
- £38,000 a year additional revenue for other local businesses, where people have spent money while visiting the park.

The Stoke and Staffordshire Local Enterprise Partnership say in their Strategic Economic Plan (April 2018) that “our natural assets are of great importance locally and nationally and form a major part of our offer to investors.”

**Environment** – Use this section to identify the impact of the proposal on the physical environment. How does the proposal support the utilisation and maintenance of Staffordshire’s built and natural environments, thereby improving health and wellbeing and strengthening community assets?

Category Area	Which groups will be affected	Benefits	Risks	Mitigations / Recommendations
<b>Rural Environment</b> Will the proposal impact on the rural natural environment or on access to open spaces?	Users of the countryside estate and public rights of way network.  People living on the estate or who have public rights of way crossing their land.	Most of the countryside estate and rights of way network is within rural Staffordshire and is protected by environmental legislation due to its fauna and flora.  Following the Review, sites and rights of way will remain open for public use.	Users may feel that another provider will place less importance on the natural environment and their designations; they may feel that the focus of another provider will be on efficiencies and making money.  People may view the Council as unsympathetic to the protection and preservation of Staffordshire’s natural environment.	Site management plans will be produced as part of lease agreements or contract management processes and these will be regularly monitored and reviewed by the Council.  There needs to be a clear message to the public that unless there is evidence of added value, sites will remain in the management of the Council.  Stakeholder engagement with organisations representing rural and environmental bodies will continue as the proposals for each site are developed. This will ensure

				that the rural environment is not affected by the Review.
<b>Transport</b> Will the proposal affect the ability of people/ communities/ business to travel? Will the proposal impact on walking/ cycling opportunities?	Users of the rights of way network.  Rural County does not capture data on the number of rights of way users.	Rights of way provide a convenient means of travelling, particularly for short journeys, in both rural and urban areas. They will continue to be a means of travelling, irrelevant of the Review's outcome; the public's right to use the network will be unaffected.	Users may feel that another provider may place less importance on maintaining the rights of way network; they may feel that the focus of another provider will be on efficiencies and making money.	Site management plans will be produced as part of lease agreements or contract management processes and these will be regularly monitored and reviewed by the Council.  We will attempt to ensure the quality of access and provision remains to at least existing standards and will engage with relevant stakeholder groups with regards to this in future, as appropriate. This will ensure that this group are not significantly or disproportionately affected by the Review.
<b>Built Environment/ Land Use</b>	No major impact.			
<b>Air, Water and Land Quality</b>				
<b>Waste and Recycling</b>				
<b>Agriculture and Food Production</b>				
<b>Noise</b>				
<b>Evidence Base: (Evidence used/ likelihood/ size of impact)</b>  Staffordshire County Council owns and manages a large countryside estate, including: <ul style="list-style-type: none"> <li>• 6 country parks</li> <li>• 9 local amenity and picnic sites (local sites)</li> <li>• 3 greenways (disused railway lines used as multi-user routes).</li> </ul> It also has a duty to maintain 4400km of public rights of way in a safe and usable condition. 84% of residential premises in Staffordshire are within 1km of a right of way.				

Green spaces are more than just places for recreation or to help wildlife thrive – they also provide important functions to society which have an economic value. For example, woodlands absorb pollution and lock up carbon, which cleans our air and wetlands store water, reducing flows and help reduce the risk of flooding. These functions are known as ‘ecosystem services’ and they benefit society and help reduce costs on local and wider communities, such as to the NHS, other public-sector services and local businesses.

A Staffordshire Ecosystem Assessment carried out in 2014 incorporated the latest evidence and best practice from science and existing studies with a focus on assessing the links and interdependencies between local activities and service providers and ecosystems as well as the (monetary) value of ecosystem services ‘produced’ in Staffordshire. Monetary values have been estimated for ecosystem services for a set of broad habitat types. Altogether, 956 km<sup>2</sup> of habitats have been assessed which constitutes just over 35% of the total geographical area of Staffordshire. Stating the best guess, the ecosystem services assessed have been valued at more than £110 million annually. If aggregated over 200 years, the value of ecosystem services performed in Staffordshire adds up to more than £7 billion (Hölzinger & Everard).

Whilst not run by the Council, Silverdale Country Park in Newcastle, is estimated to have an annual value of £2.6m and every £1 invested in the park returns £35 to the wider economy and society. Silverdale Country Park is an 85 hectare country park, comprising a former spoil heap, which has now transformed to mature trees, woodlands, hedgerows, grassland, wildflower areas, large waterbodies and wetlands, paths, tracks and trails.

**Localities / Communities** – Use this section to identify the impact of the proposal on communities. How will the proposal strengthen community capacity to create safer and stronger communities? It is important to recognise the different localities and communities your proposal may impact upon, and identify any communities that could be more adversely impacted than others. District Commissioning Leads (DCL’s) have a great deal of knowledge about their relevant locality and they must be engaged with as part of your Project Team at an early stage of the process.

Category Area	Which groups will be affected	Benefits	Risks	Mitigations / Recommendations
<b>Community Development/ Capacity</b> Will the proposal affect opportunities to work with communities and strengthen or reduce community capacity?	Individual volunteers.  Stakeholder and user groups.  Parish and town councils.	No matter the outcome of the Review, greater community involvement in the management of the countryside estate and maintenance of public rights of way is required.  Fortunately, countryside sites are often seen as part of local identity and heritage,	An Expression of Interest exercise undertaken in 2017 identified a great deal of interest in countryside sites from local communities, however many of the groups did not feel able to take on the full management of sites without considerable professional support and with the county council	Ongoing stakeholder engagement with organisations representing local community and the voluntary sector will continue as the proposals for each site are developed. This will ensure that their concerns are understood and measures are put in place to facilitate their greater involvement.

		<p>with accessible spaces providing community places that are inclusive and free to use.</p> <p>Many of Staffordshire's countryside sites are small and scattered throughout the county, making them difficult to maintain economically. However, these small sites are highly valued by the people who live nearby.</p>	retaining the more complex on-site liabilities.	
<p><b>Crime/ Community Safety</b> Will the proposal support a joint approach to responding to crime and addressing the causes of crime?</p>	Everyone, but especially vulnerable members of society.	<p>No matter the outcome of the Review, greater community involvement in the management of the countryside estate and maintenance of public rights of way is required.</p> <p>Getting community groups involved in the management of the countryside estate and maintenance of public rights of way can bring about a safer and more welcoming local environment.</p>	There may be a perception that a countryside estate that is not managed by the Council is less safe. The public may feel that the priority of a new provider will be making money rather than community safety.	<p>Site management plans will be produced as part of lease agreements or contract management processes and these will be regularly monitored and reviewed by the Council.</p> <p>The role the countryside estate and rights of way network can play in place-making will be promoted and people/groups encouraged to participate.</p> <p>Conversations with community groups will continue to promote and retain community involvement in the management and maintenance of countryside sites and rights of way.</p>
<p><b>Educational Attainment and Training</b> Will the proposal support school improvement and help</p>	Students and adult learners.	Countryside sites offer inspirational spaces that can unlock children's learning potential. Activities cover a wide curricular scope (including numeracy and	If some of the sites are managed by a community or commercial organisation, there is a risk that their educational offer will be weaker than the in-house	Conversations with educational and training providers will take place to ensure that opportunities, such as work placements and apprenticeships, are developed.

<p>to provide access to a good education? Will the proposal support the improved supply of skills to employers and the employability of residents?</p>		<p>literacy aspects) and are designed to promote personal and social development.</p> <p>If some of the sites are managed by another provider, there is the potential that they will widen the educational offer. Currently, the educational offer is minimal.</p> <p>The rights of way network provides safe access to many schools and colleges.</p> <p>Apprenticeships and work placement opportunities are available from time-to-time within the Ranger Service.</p> <p>The Apprenticeship Levy offers great potential that will need to be explored no matter which delivery model is chosen. External organisations, especially commercial organisations, might be more adept in utilising such initiatives.</p>	<p>offer.</p> <p>There will always be the risk that any 'educational offer' will not be a priority, no matter the final delivery model.</p>	
<p><b>Leisure and Culture</b> Will the proposal encourage people to participate in social and leisure activities that they enjoy?</p>	<p>Participants in outdoor leisure activities e.g. fishing, bird watching, trail running,</p>	<p>There is the potential that leisure and culture assets could be enhanced if countryside sites are transferred; Environmental bodies, community groups and commercial</p>	<p>The public may fear that opportunities to participate in leisure and cultural pursuits may be reduced if the countryside estate is transferred to an external provider.</p>	<p>We will attempt to ensure the quality of access and provision remains to at least existing standards and will engage with relevant stakeholder groups with regards to this in future, as appropriate. This will ensure that</p>

	etc. Visitors with an interest in culture and heritage.	organisations may be best placed to utilise these assets.	They may also perceive that the condition of these assets may be diminished or become a commercial commodity.	these groups are not significantly or disproportionately affected by the Review.
<b>Volunteering</b> Will the proposal impact on opportunities for volunteering?	Individual volunteers. Stakeholder and user groups. Parish and town councils.	No matter the outcome of the Review, greater community involvement in the management of the countryside estate and maintenance of public rights of way is required.  A menu of countryside volunteering opportunities is being developed as well as a comprehensive offer across the Ranger Service, Works Unit and Visitor Centres. The volunteering offer will be high-quality and standardised across the county, meaning that volunteers get the same experience not matter where they volunteer.  Arguably, environmental bodies and local community groups are better suited to managing certain assets; they can attract volunteers, access funding opportunities and are less bureaucratic than the Council.	There is a risk that the number of volunteers needed to help manage the countryside estate and maintain the rights of way network does not come forward, meaning that there is a risk that the Council fails to meet its statutory duties and legal responsibilities.	A clear and considered volunteer recruitment campaign is required, together with measures to retain existing volunteers.
<b>Best Start</b>	No major impact.			
<b>Rural Communities</b>	People living	Most of the countryside	Some rural communities	Ongoing engagement with



<p>Will the proposal specifically impact on rural communities?</p>	<p>in rural areas.</p>	<p>estate and rights of way network is within rural Staffordshire. These assets support the rural economy and are valued as key local amenities.</p> <p>No matter the outcome of the Review, greater community involvement in the management of the countryside estate and maintenance of public rights of way is required.</p>	<p>might view the Council as withdrawing from rural areas. It may raise criticism regarding the lack of public money being spent in rural areas.</p>	<p>community organisations (e.g. parish councils, friends of groups, etc.) will continue as the proposals for each site are developed. This will ensure that their concerns are understood and measures are put in place to facilitate their greater involvement.</p> <p>Reassurance needs to be given to the public that no matter the outcome of the Review:</p> <ul style="list-style-type: none"> <li>• All sites will remain open and available to the public.</li> <li>• Any changes regarding how sites are operated are designed to help them become financially sustainable.</li> <li>• Unless there is evidence of added value, sites will continue to be managed by the Council.</li> </ul>
--	------------------------	---	--	--

**Evidence Base: (Evidence used/ likelihood/ size of impact)**

The government White Paper, The Natural Choice, makes several recommendations explicitly designed to reconnect children with the natural world, including:

- A recognition that we need to exploit ‘nature’s health service’, in particular relating to children’s physical and mental health.
- A pledge to increase outdoor learning, by offering practical support to schools and reducing ‘red tape’.
- Creating better neighbourhood access to nature, both locally and in the wider countryside, to allow children (and adults) to experience its benefits.

According to a 2008 National Trust survey, less than a quarter of children regularly use their local ‘patch of nature’, compared to over half of all adults when they were children. Fewer than one in ten children regularly play in wild places; compared to almost half a generation ago. Children spend so little time outdoors that they are unfamiliar with some of our commonest wild creatures. For example, one in three could not identify a magpie; and half could not tell the difference between a bee and a wasp.

Access to natural playspace and contact with nature are important to children and has positive impacts on their learning and physical and



emotional wellbeing. Outdoor learning can help deliver the national curriculum and help young people to learn about the natural world and build their confidence. Studies show that children who learn outdoors know more, understand more, feel better, behave better, work more cooperatively and are physically healthier.

There are misplaced good intentions amongst parents and teachers, conservationists and politicians, journalists and legislators, that the way we treat our children is counterproductive. According to a 2008 study by Play England, half of all children have been stopped from climbing trees and one in five banned from playing conkers. It is suggested initiatives should be promoted such as the National Trust's campaign called '50 things to do before you're 11¾. It is rooted in the studies that show the importance of developing a connection with nature before the age of 12 years old.

Many of Staffordshire's countryside sites have culture and heritage assets (e.g. War memorials on Cannock Chase) and opportunities to participate in leisure activities (e.g. fishing on Hatherton Reservoir). A number of our sites support forest school provision.

Due to the increased demand on services and reducing Council resources, the involvement of volunteers to help manage country parks and rights of way maintenance is vital. Countryside volunteering is a great way of getting involved in improving local green spaces and experiencing the health benefits that active volunteering can bring.



Local Members' Interest
N/A

## **Prosperous Staffordshire Select Committee - Friday 18 January 2019**

### **On-Street Parking Strategy and Forward Programme of Pay & Display Parking**

#### **Recommendation**

- a. That the Prosperous Staffordshire Select Committee considers the content of the proposed On-Street Car Parking Strategy, including the forward programme of on street pay and display spaces prior to it being issued for consultation and formally adopted.

#### **Report of Helen Fisher, Cabinet Member for Highways and Transport**

#### **Summary**

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

1. Parking is part of all our lives. It affects where we go and how we choose to get there. Parking spaces are needed to help our local economies grow but providing too much parking can encourage car use and have an adverse effect on the quality of life for people living in town centres, the conditions for pedestrians, impact on traffic flow, and cause accessibility issues.
2. The Prosperous Staffordshire Select Committee has previously recognised the importance of effective management of on-street parking through civil parking enforcement and requested that the Committee be provided with the opportunity to consider the proposed strategy.

#### **Report**

##### **Background**

3. Vehicular travel is and for the foreseeable future will remain an important form of transport in a rural shire county such as Staffordshire. In 2013, Cabinet approved a revised set of outcomes for 'Clear Streets' parking enforcement activity, primarily: to maintain and where possible improve the flow of traffic; make streets safer for all road users; consider the needs of local residents, shops and businesses; and actively support accessibility.
4. In 2015, Cabinet approved a set of outcomes for the provision and management of on and off-street parking and for the Cabinet Member for Economy, Environment and Transport to review the current strategy for the introduction of on-street parking charges and develop a new strategy.
5. Cabinet also agreed that the Director of Place (in consultation with the Cabinet Member) be authorised to review, prioritise and implement on-street pay and display spaces at locations previously prioritised by the Local Parking Committees, and to carry out a programme of further reviews of parking within town, market town and village centres to

determine the scope for creating additional on-street parking spaces and how they will be managed.

6. Following a call in and consideration by Corporate Review Committee in July 2015 it was agreed that the Cabinet decision be implemented as set out in the original decision notice with the following additional requirements:
  - a. A list of key stakeholders to be consulted be circulated to the Committee;
  - b. That officers consult directly with relevant town and parish councils (on local reviews) as well as the Staffordshire Parish Council's Association (on the strategy);
  - c. That the implementation of the Car Parking Strategy is scrutinised following consultation by the Prosperous Staffordshire Select Committee and that it is added to their Work Programme; and
  - d. That the views on implementation be sought from the relevant local district/borough council scrutiny committees.
7. In February 2017, Full Council agreed to the provision of additional on-street charged for spaces in busy town centres as part of service cost reduction options for Infrastructure & Highways.
8. In September 2018, as part of considering the Strategic Plan and Medium Term Financial Strategy 2019-2024, Cabinet proposed additional savings including the further extension of on-street parking charges across the county.
9. Further to all the above:
  - a. The original programme of sites will be fully implemented in the early part of the next financial year (2019/20);
  - b. A draft on-street car parking strategy has been developed;
  - c. A list of key stakeholders to be consulted with has been identified; and
  - d. A proposed forward programme of new locations for on-street charging reviews identified.
10. It is intended that the forward programme of sites will remain a live document and will be reviewed annually by the Director for Economy, Infrastructure and Skills in consultation with the Cabinet Member for Highways and Transport.
11. The core principles that underpin the Car Parking Strategy are:
  - a. A consistent approach to on and off-street parking;
  - b. A well-structured regime for the management (and charging) of on-street parking;
  - c. Parking facilities, arrangements and charging structures that reflect the needs of the individual towns (including free parking); and
  - d. A charging structure that reflects the varying demands of all the users of the services.
12. These core principles will ensure that the parking provided within town centres and elsewhere are appropriate for the situation and support the needs of the local community.

## **Link to Strategic Plan**

13. Staffordshire's Strategic Plan 2018-2022 sets out a vision for a Connected Staffordshire where everyone has the opportunity to prosper, be healthy and happy. It identifies that the people of Staffordshire will:
- a. Access more good jobs and feel the benefits of economic growth
  - b. Be healthier and more independent
  - c. Feel safer, happier and more supported in and by their community.
14. The on-street Car Parking Strategy has an important role to play in delivering this vision providing an opportunity to enhance the quality of life for people living in town centres, improve conditions for pedestrians, ease traffic flow, improve short-term accessibility of town centres, support public transport, and support the local community through effective management of parking spaces.

## **Community Impact**

15. A Community Impact Assessment was carried out for the Cabinet decision in 2015. As this report provides an update and consideration of the draft strategy and forward programme of work an additional assessment of community impact is not considered relevant on this instance. The overall benefits of updating introducing the strategy and forward programme of work supports the delivery county council's Strategic Plan and medium term financial objectives and therefore is deemed to represent an overall positive impact to local communities.

## **Contact Officer**

Name and Job Title: Lee Barnard, TMA Assurance Manager  
Telephone No.: 01785 278653  
E-Mail Address: [lee.barnard@staffordshire.gov.uk](mailto:lee.barnard@staffordshire.gov.uk)

## **List of Appendices:**

**Appendix A** – Draft On-street Car Parking Policy and Strategy

**Appendix B** – Indicative Outline Forward Programme of on-street charging sites

**Appendix C** – Proposed list of consultees



**Staffordshire County Council**  
**On-Street Parking Policy & Strategy**

## **1. The Policy**

### **1.1 The Staffordshire Local Transport Plan**

The third Staffordshire Local Transport Plan (LTP) was launched in 2011 and covers the years 2011 to 2026. As part of that LTP, Policy 1.4 requires Civil Parking Enforcement (CPE) and the use of Traffic Regulation Orders (TROs) to manage parking and enforce restrictions to “maximise the reliable operation of the existing road network”.

### **1.2 Background**

Vehicular travel is and for the foreseeable future will remain an important form of transport in a rural shire county such as Staffordshire. The challenge is to maximise the value that parking contributes towards the Council’s Strategic Plan, helping the people of Staffordshire to:

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

Parking is part of all of our lives. It affects where we go and how we choose to get there. Parking spaces are needed to help our local economies grow but providing too much parking can encourage car use when more sustainable and environmentally friendly forms of transport are available.

## **2. Parking Strategy**

### **2.1 Legal Framework**

There are two main pieces of legislation that provide the legal framework for the County Council to manage traffic and parking on its highway network.

- Road Traffic Regulation Act 1984 (“The 1984 Act”)

Section 122 of the 1984 Act requires the County Council, by using the powers contained in the Act, to “secure the expeditious, convenient and safe movement of vehicular and other traffic and the provision of suitable and adequate parking facilities”.

The main power conferred by the 1984 Act upon the County Council is the making of Traffic Regulation Orders (TROs) by which the Council controls the movement and parking of vehicles (Section 1), including parking for payment on the highway (Section 45).

- Traffic Management Act 2004 ("The 2004 Act")

Part 6 of the 2004 Act allows for the Civil Enforcement of Traffic Contraventions by Local Authorities instead of by the Police under the Criminal Justice System. A series of Statutory Instruments<sup>1</sup> made by the Secretary of State allows Staffordshire County Council to enforce Parking Restrictions and Bus Lane Contraventions under the 2004 Act.

## 2.2 Outcomes and Objectives

- Objectives

The original objectives of the Civil Parking Enforcement Service are:

- i. Maintain and, where possible, improve the flow of traffic there by making the County a more pleasant and environmentally safe place to live and visit.
- ii. Take into account the needs of local residents, shops and businesses, thereby sustaining the County and District Council's economic growth.
- iii. Actively support the needs of disabled people bearing in mind that, in some cases, they are unable to use public transport and are entirely dependent upon the use of a car. This will ensure that people with disabilities are able to have equal access to all facilities within the County.
- iv. Actively discourage indiscriminate parking that causes obstruction to other motorists, public transport, pedestrians, cyclists and people with disabilities. This will ensure that the Districts remain accessible to all equally and safely.

- Additional Objectives

In the review of the Civil Parking Enforcement Service in 2013 additional objectives were considered and approved:<sup>2</sup>

- i. A service that is financially sustainable at a level that supports the required outcomes

---

<sup>1</sup> SI 2534/2007, SI 2536/2007, SI 2797/2007, SI 306/2009, available at [www.legislation.gov.uk](http://www.legislation.gov.uk)

<sup>2</sup> Keeping Staffordshire Moving: Civil Parking Enforcement Review. Recommendations of the Cabinet Member for Communities and Localism. Cabinet Report 16<sup>th</sup> October 2013. Staffordshire County Council. Available at: [www.staffordshire.gov.uk](http://www.staffordshire.gov.uk)



- ii. A cohesive and consistent approach to on-street parking and enforcement across the County that supports the local economy and town centres
  - iii. A service that is more responsive to the needs of local residents, shops and businesses
  - iv. A flexible and adaptable resource to deliver enforcement
  - v. A service that is able to take advantage of opportunities for joint commissioning
  - vi. A parking strategy that brings together on-street and off-street parking provision and management.
- Outcomes

The appropriate level of provision and management of on and off-street parking can contribute to the vitality and viability of busy town centres, villages and visitor locations alike and the County Council seeks to achieve the following outcomes<sup>3</sup>:

- i. Residents and communities are effectively engaged in the parking provision in their local areas;
- ii. Support the vitality and viability of town centres by ensuring the needs of shoppers and visitors are prioritised, recognising the varying needs of the day and night time economy;
- iii. Encourage the use of more sustainable travel modes;
- iv. That the special parking needs of people with disabilities are recognised;
- v. Peak hour congestion due to commuters is reduced through the appropriate management of long stay parking supply;
- vi. Wherever possible, the cost of providing and maintaining on and off-street parking spaces is funded by the user, rather than more generally through wider taxes, rates or levies in retail prices; and
- vii. The effective management of parking spaces achieves value for money, supporting the business plan aims of a 'Well Run Council'.

### **3. Civil Parking Enforcement**

#### **3.1 Civil Enforcement**

---

<sup>3</sup> *Report of the Director of Place – Cabinet Meeting 17 June 2015, Staffordshire County Council.*  
Available at: [www.staffordshire.gov.uk](http://www.staffordshire.gov.uk)

Under the 2004 Act, Staffordshire County Council was able to apply for Civil Enforcement Powers to enforce Parking Restrictions and Bus Lanes as Civil Offences rather than the Police under the Criminal Justice System.

The following offences are enforced by the Council Civil Enforcement Officers:

- Limited Waiting Bays
- Double/Single Yellow Lines
- On-street Pay & Display Bays
- Permit Parking Bays/Areas
- Disabled Parking Bays
- Loading Bays
- Bus Stops
- Taxi Bays
- School Keep Clear Markings
- Clearways
- Dropped kerb access
- Double parking (vehicles parked more than 50cm from the kerb)
- Pedestrian crossings (also police)

### 3.2 Police Enforcement

The Police deal with illegal obstructions and dangerous parking. This includes:

- Double White Lines (dangerous to park where no overtaking allowed)
- Obstruction – e.g. vehicles blocking footways
- Dangerous parking – e.g. bends, brows of hills, junctions etc.
- Box Junctions
- Access Only restrictions
- White hatched areas
- Pedestrian crossings (also CEOs)

### 3.3 Enforcement Hierarchy

CPE in Staffordshire is carried out in accordance with an enforcement hierarchy that prioritises safety and the movement of traffic (double yellow lines, keep clear markings etc.) over the enforcement of other parking restrictions such as parking bays or other places where parking is allowed but restricted in some way.

Highway Safety			
Preventing dangers due to parking:	Near Accident locations such as junctions.	PRIORITY HIGH	Mainly enforcement of single and double yellow line restrictions and loading restrictions at or close to junctions and bends particularly where visibility is poor to minimise dangers to moving traffic, pedestrians and other road users.

	Near Pedestrian Crossings	PRIORITY HIGH	Mainly preventing danger to pedestrians at crossing places. (This does not include the offence of stopping on white zigzag markings, which remains a police enforcement function.)
	Dangerous or double parking	PRIORITY HIGH	Mainly where drivers are parked on the carriageway but in a manner that is likely to cause a hazard to other drivers and road users.
	On Pedestrian Footways	PRIORITY MEDIUM	Mainly enforcement of single and double yellow line restrictions and loading restrictions where drivers are using the footway causing obstruction and hazard to pedestrians, wheelchair and pushchair users. This also applies where there are no yellow line restrictions in the Traffic Regulation Orders.
Aid to Movement			
Preventing obstruction and congestion on:	Main access roads into Staffordshire (Principal Roads).	PRIORITY HIGH	Mainly enforcement of single and double yellow line restrictions and loading restrictions to enable traffic to flow freely and not be hindered by parked vehicles.
	Town Centre shopping streets	PRIORITY HIGH	Mainly enforcement of double yellow line restrictions and loading restrictions to enable essential traffic to access the town centre and not be hindered by illegally parked vehicles.
	Public Transport routes	PRIORITY MEDIUM	Mainly enforcement of single and double yellow line restrictions and loading restrictions to enable bus traffic to flow freely and not be hindered by illegally parked vehicles.

	Main traffic routes within Staffordshire (Non-principal Roads)	PRIORITY MEDIUM	Mainly enforcement of single and double yellow line restrictions and loading restrictions to enable traffic to flow freely and not be hindered by illegally parked vehicles.
	Other busy streets (Access Roads to Residential Areas/Local Shopping Parades)	PRIORITY LOW	Mainly enforcement of single and double yellow line restrictions to enable traffic to flow freely and not be hindered by illegally parked vehicles.
<b>Obstruction &amp; Nuisance</b>			
Preventing hindrance to road users at:	Bus stops	PRIORITY HIGH	Enforcement of No Stopping Except Buses restriction in marked Bus Stop locations (where there is a wide yellow line marking) to prevent obstruction of bus stops.
	Vehicle accesses	PRIORITY HIGH	Mainly prevention of obstruction to private driveways that have yellow line restrictions. This is particularly important where residents are in the process of trying to enter or exit their premises. Dealing with obstruction of driveways without yellow line restrictions will be still be a police function.*
	Pedestrian access routes	PRIORITY MEDIUM	Mainly enforcement of single and double yellow line restrictions where numbers of pedestrians are walking, such as shopping areas and pedestrian prioritised streets.
	Taxi Ranks	PRIORITY MEDIUM	Mainly enforcement of single and double yellow line restrictions at Taxi Ranks to prevent obstruction.

	Grass verges	PRIORITY LOW	Mainly enforcement of single and double yellow line restrictions where drivers are using the grass verge and causing damage. This does not apply where there are no yellow lines.
	Special entertainment events	PRIORITY LOW	This is primarily where large events such as football or firework displays cause short term visitors to park vehicles in side/residential streets contravention of waiting restrictions, excluding temporary No Waiting cones placed at such events, which is still a police function.
Deliveries & Servicing			
Control and enable the conveyance of goods at:	Servicing yards	PRIORITY MEDIUM	Enforcement of single and double yellow line restrictions to enable effective use and access to service yards.
	Permitted loading areas	PRIORITY MEDIUM	Enforcement of single and double yellow line restrictions to enable effective use and access to loading bays.
Parking Bays			
Control effective use of permitted parking areas in:	Borough / District Council Car parks	PRIORITY MEDIUM	Issue PCN for infringement of car park Orders
	On-street Pay & Display	PRIORITY MEDIUM	Issue PCN for infringement of on street parking Orders
	Disabled Badge Holder Bays	PRIORITY MEDIUM	Enforce infringement of on street disabled only parking places where there is time a restriction and where vehicle is not displaying a blue Disabled Driver Badge
	Residents parking	PRIORITY MEDIUM	Enforce infringement of on street residents parking places where a vehicle is not displaying a current residents parking or visitor badge for the appropriate Zone.

	Limited waiting	PRIORITY LOW	Enforce infringement of on street parking Orders where there is no fee but parking is time restricted.
--	-----------------	-----------------	--

### 3.4 Processing of Penalty Charge Notices

The Guidance Document which contains details on how the Processing of Penalty Charge Notices is handled was approved by the Joint Staffordshire Parking Board in 2007 and updated in 2014.<sup>4</sup>

## **4. Parking Provision**

### 4.1 Core Principles

The way parking is managed can play a major role in supporting the development of a sustainable and integrated transport system. It requires working together with key stakeholders such as district councils and private car park operators who control the majority of off-street parking facilities. This will ensure that people can make the trips they need without cluttering up streets and making places ugly and hard to get around.

Car park users are not solely influenced by price. Motorists will often have a wide variety of priorities when it comes to park rather than just on parking price such as convenience, availability, location and quality. However, price is an important tool both in ensuring availability and in reducing the amount of time traffic spends driving round searching for a space, which creates additional congestion and pollution and is of no benefit to anyone. Free parking, where demand exceeds supply, can clog-up town centres and make them less attractive to visitors. It is therefore important to strike the right balance in each locality that benefits the whole community.

Whilst each town and village has its own unique requirements, a consistent approach to on-street parking in the local area can seek to balance the competing objectives through:

- A consistent approach to on and off-street parking
- A well-structured regime for the management (and charging) of on-street parking

<sup>4</sup> Civil Parking Enforcement. Guidance for the processing of Penalty Charge Notices in the County of Staffordshire. 2014. Staffordshire County Council. Available at [www.staffordshire.gov.uk](http://www.staffordshire.gov.uk)

- Parking facilities, arrangements and charging structures that reflect the needs of the individual towns (including zero charging)
- A charging structure that reflects the varying demands of all the users of the service

All parking schemes are subject to the legal Traffic Regulation Order process which provides community engagement and evidence of support through the local elected County Division Member and public consultation.

#### 4.2 Types of Parking Provision

- Unrestricted Parking Bays.

An uncommon type of provision, where lined bays are marked on the road, to encourage users to park there and not on the footway but have no Traffic Regulation Order and no time restriction.

- Blue Badge Holder Only Bays

These parking bays are reserved solely for the use of Blue Badge Holders (Disabled Drivers). They can either be without time limit, or in locations where turnover of users is still required, the time allowed can be limited.

- Time Limited Parking Bays

These are marked in the same way as above but have a Traffic Regulation Order and signs indicated a maximum length of time that users can park.

The advantages are that they are cheap to install and maintain, however difficulties over enforcement mean that the time limits are regularly abused.

Blue Badge Holders can park in these bays without limit on the time allowed.

- Pay & Display Bays

These bays are similar to time limited bays, but instead of simply parking up, the user is required to purchase a ticket upon arrival showing the time the allowed parking expires.

The advantages of this is it is much less resource intensive to enforce as each vehicle only needs to be checked once. As such compliance with the time restriction is much greater and a higher turnover of vehicles can be achieved.

Arrangements are required to provide and service parking meters but this cost of this can be recovered through the income received from use of the spaces.

Blue Badge Holders can park in these bays without time limit and without the requirement to purchase a ticket.

- Disc Parking Schemes

Disc Parking Schemes are a variation on time limited parking bays, in which users have to display a parking disc, similar to the one provided with a Blue Badge. The Disc shows the time of arrival so that enforcement can be carried out with just one visit to check for anyone overstaying the time limit.

Disc Parking Schemes require arrangements (including funding and resources) to be in place to provide and issue discs for display.

Blue Badge Holders can park in these bays without limit on the time allowed.

- Voucher Parking Schemes

Voucher parking schemes operate in a similar way to pay & display parking, but instead of purchasing a ticket from a nearby machine, the user instead purchases a voucher from a nearby shop, outlet or public building.

These schemes tend to be used in more rural or remote areas where machines are either unable to be installed or at risk of vandalism.

In a similar manner to disc parking schemes, these require arrangements to be in place to provide and administer the issuance of vouchers

Blue Badge Holders can park in these bays without time limit and without the requirement to purchase a voucher.

#### 4.3 Deciding appropriate provision

When considering options to manage on-street parking, there is often concern about the impact that this can have on the economy of town centres and that any increase in the types of control may discourage visitors to the town centre and reduce trade for businesses.

When considering travelling to a destination, drivers take account of the quality, convenience, safety and accessibility of their destination when they make their parking choices. All parking has a cost; either the user contributes directly at point of use or it is paid for via wider taxes, rates or levies, or in retail prices.

Each type of parking provision contributes to the required Outcomes listed at the end of section 2.2 in different ways, some more than others. The following chart is a guide as to how much each type of parking provision contributes to those outcomes.

H = High							
M = Medium							
L = Low							
	Unrestricted	Disabled Badge Holders Only	Time Limited	Pay & Display	Disc Parking	Voucher	



Residents and communities are effectively engaged in the parking provision in their local areas;	L	M	M	M	M	M
Take into account the needs of local residents, shops and businesses, thereby sustaining the County and District Council's economic growth.	L	H	M	H	H	H
Encourage the use of more sustainable travel modes;	L	L	M	H	M	H
That the special parking needs of people with disabilities are recognised;	L	H	M	M	M	M
Peak hour congestion due to commuters is reduced through the appropriate management of long stay parking supply;	L	M	M	M	M	M
Wherever possible, the cost of providing and maintaining on and off-street parking spaces is funded by the user, rather than more generally through wider taxes, rates or levies in retail prices;	L	L	L	H	M	H
The effective management of parking spaces achieves value for money, supporting the business plan aims of a 'Well Run Council'.	L	M	L	H	M	M

When investigating the appropriate parking provision for Town Centres it is also necessary to consider distance to the final destination, as parking bays right outside shops or right in the centre of a town centre will be more convenient and have greater desirability than those further away on the outskirts.

To ensure that spaces remain available, turnover is maximised and visitors to town centre do not have to spend time driving around looking for a space the following is a guide to how town centre parking provision is likely to be managed.

- Adjacent to Shops – Very Short Stay, Paid Parking
- Within Town Centre vicinity – Short Stay, Paid Parking
- At edge of town centre – Medium Stay, Time limited Parking
- Outside town centre/adjacent to transport hub – Long Stay parking.

#### 4.4 Annual Review

To ensure that the parking provision in town centres and other locations remains fit for purpose, there shall be an annual review of all charges (including hours of operation) to ensure they remain appropriate. However, a review of the type of provisions provided will be taken on a long-term case by case basis, due to the legal Traffic Regulation Order process required to change a restriction making an annual review impractical.

When reviewing on-street charges, consideration will also be given to local off-street car parks, ensuring that where appropriate charges remain at least as high so as to not discourage users from parking off-street. Charges will be reviewed annually as part of the process for approving annual fees and charges.

#### 4.5 Future Programme

A review of possible streets across Staffordshire that are suitable for parking provision has been developed and assessed against a scoring matrix that has been developed for that purpose.

The scoring matrix assesses each location on the following attributes and assigns a score in order to prioritise which locations should be looked at in which order.

- Community Support
- Existing Provision
- Location
- Infrastructure
- Benefits
- Opportunities/Threats

The programme will be reviewed annually and approved or amended by the Cabinet Member for Highways in consultation with the Director for Economy, Infrastructure and Skills.

The initial outline forward programme is provided in Appendix B.

### **5. Permit Parking Schemes**

#### 5.1 Principles

Where residential areas are close to places like town centres and railway stations that generate a lot of visitors and vehicles, residents can often find their streets full of vehicles which prevent them from parking close to their homes.

Contrary to widespread opinion, there is no special claim to a parking space in front of properties and such provision is impractical. It is considered reasonable, however, to expect to be able to park close to one's home as this heightens a perception of accessibility and security.

Permits are made available for purchase by those located within a Permit Parking area, residents or otherwise, defined on a scheme by scheme basis. The requirement to display permits on vehicles parked in that area will enable the Council to take action to deter unauthorised parking. This in turn will help to secure the available on-street parking for those authorised to park there.

Combined with the provision of on and off-street parking in town centres and near railway stations, any displaced vehicles should still have appropriate places to park,

either for long-stay parking for workers and commuters and short and medium stay parking for shoppers and visitors.

Therefore, permit parking schemes can achieve the Outcomes by providing:

- A combined approach to the provision of parking, for residents, businesses, and their visitors, within town centres
- A permit scheme that is appropriate for each location, either exclusively providing parking for local residents and businesses, or combined with on-street free and paid for parking where appropriate
- A scheme which limits the available “free” on-street parking, ensuring that indiscriminate parking is displaced to either the paid on-street parking places or off-street car parks, where the parking of vehicles by shoppers and commuters can be properly managed
- A reduction in vehicle movements in town centres and residential areas contributing to cleaner air and a move towards greener or environmentally friendly sustainable alternatives.
- A scheme that is funded by the residents and businesses that benefit, through an initial joining fee and through the annual purchasing of permits.

## 5.2 Scheme Requirements

Not every residential area, which perceives to have parking problems, is suitable for a permit parking scheme to resolve those problems.

Permit Parking Schemes are usually suitable where the following apply:

- Residents do not have access to private off-street parking and are reliant on available unrestricted on-street parking provision
- The local streets are full of cars during daytime and weekend working hours, belonging to non-residents who are accessing facilities outside the area and are avoiding parking charges elsewhere.
- The local community supports the introduction of the scheme

The following situations are not normally suitable for a permit parking scheme

- The available on-street parking spaces are not enough for the number of residential properties nearby and the available spaces are being taken up by resident’s cars.

- Non-residents are parking in the local area but are accessing local facilities within the neighbourhood, such as small businesses and community facilities such as schools and places of worship.
- Individual streets where residents from an adjacent street are parking due to parking restrictions or some other impediment outside their homes.

### 5.3 Future Programme

Each request from either a member of the public or an elected representative is assessed against a scoring matrix, similar to the parking provision one, that prioritises each location to ensure that the most appropriate or needed are investigated first.

Each location is assessed against the following factors.

- Parked Vehicles
- Status of Road
- Character of Road
- Access
- Width of Carriageway
- Duration of Parking Problem
- Character of Local Area
- Private Parking Availability
- Public Parking Availability
- Road Traffic Accidents
- Community Support

The programme is then approved or amended by the Cabinet Member for Highways in consultation with the Director for Economy, Infrastructure and Skills.

### 5.4 Permit scheme fees and charges

Permit schemes will be funded by the residents and businesses that benefit through an initial joining fee and through the purchasing of permits or, by third party contributions (for example as part of developer contributions) and the purchasing of permits.

Charges will be reviewed annually as part of the process for approving annual fees and charges.

## **6. Future Developments**

### **6.1 Electric Vehicles**

The automotive industry has begun to move away from Internal Combustion Engine (ICE) vehicles and towards Electric Vehicles (EVs). Based upon current market figures it is expected that EVs will reach price equivalency with ICEs by the mid-2020s and that sales of EVs will overtake ICEs by the 2030s.<sup>5</sup>

Staffordshire County Council has already begun to provide support of EVs through the provision of on-street electric vehicle charging points, alongside the District Councils who provide such charging points on their off-street car parks.

However, the support for EVs is still in its infancy, with Local Authorities having no Statutory Obligation to provide EV support; more long-term planning is needed to resolve issues surrounding charging infrastructure, especially in residential areas that have limited private off-road parking, and whose vehicle owners are reliant on-street charging points.

The County Council has already put together a working group to investigate these issues and any future long-term plans can be included in future parking strategies.

### **6.2 Automated Vehicles**

Automated Vehicles are another technological development in the automotive industry that will have a significant impact on the future of Traffic Management in the UK.

Currently Automated Vehicles are not legally permitted to be used on roads in the UK. HM Government has already started consulting Local Authorities to share knowledge and expertise and to help shape future policy and trials of this new technology.<sup>6</sup>

The County Council will incorporate future recommendations from the Government over the support and regulation of Autonomous Vehicles in future parking strategies.

---

<sup>5</sup> Electric Vehicles: Driving the Transition. House of Commons. 16 October 2018. Page 3

<sup>6</sup> Government Response to House of Lords Science and Technology Select Committee Report "Connected and Autonomous Vehicles: The Future?", Page 3. Available at [www.parliament.uk](http://www.parliament.uk)



## Appendix B

**On-Street Pay and Display  
Indicative Outline Forward Programme**

Rank	Location	District	Existing Restrictions	Potential No of Parking Bays	Matrix Score	Other Factors
<b>2018/19 - 2019/20</b>						
1	Church Street, Cannock	Cannock Chase	Long Stay (LW) & Disabled Parking	33	100	Previously approved by Local Parking Committee
2	Salter St, Stafford	Stafford	Double Yellow Line (DYL), LW & Taxi Rank	17	100	
	Manor Croft, Burton upon Trent	East Staffordshire	Pay and display	21	Not scored	Part of Burton Town Centre scheme
<b>2019/20</b>						
	Uttoxeter Town Centre	East Staffordshire	Various	75	Not scored	Feasibility study carried out as part of Divisional Highway
	Beaconside, Stafford	Stafford	Generally unrestricted	To be determined	Not scored	Feasibility study carried out as part of Divisional Highway
4	King Edwards Place	East Staffordshire	Existing short stay spaces	25	Not scored	Changes to use of Town Hall and UTC
3	High St, Cheadle	Staffordshire Moorlands	DYL & LW	25	100	
4	High St / King St, Biddulph	Staffordshire Moorlands	DYL & LW	35	100	
5	Station Road, Lichfield	Lichfield	Unrestricted	19	95	
6	Clark St, Stafford	Stafford	LW	5	85	
7	Eastgate St, Stafford	Stafford	LW	24	85	
8	Earl St, Stafford	Stafford	LW	12	85	
9	Brunswick Terrace, Stafford	Stafford	Unrestricted	31	85	
10	Station Road, Stone	Stafford	LW & Disabled Parking	35	85	
11	Margaret St, Stone	Stafford	LW	12	85	
12	Bank Street, Cheadle	Staffordshire Moorlands	Unrestricted & DYL	15	85	
13	Bath St, Leek	Staffordshire Moorlands	LW	11	85	
14	Stafford Road, Cannock	Cannock Chase	DYL	7	85	
15	Castle Dyke, Frog Lane & Wade St, Lichfield	Lichfield	DYL	28	85	Nearby Development
16	Mill Bank, Stafford	Stafford	DYL / No Loading	16	85	
17	Lombard Street, Lichfield	Lichfield	LW	16	85	
<b>2020/21</b>						
18	Ford Street, Leek	Staffordshire Moorlands	LW	14	80	
19	St Michaels Rd, Penkridge	South Staffordshire	LW	28	80	
20	Manor Avenue, Cannock	Cannock Chase	LW	6	80	
21	Wolverhampton Road, Cannock	Cannock Chase	DYL	8	80	
22	Orchard Street, Tamworth	Tamworth	DYL	17	80	
23	Church St, Tamworth	Tamworth	DYL & Loading Bay	11	80	Issues with Disabled Parking
24	Lower Gungate, Tamworth	Tamworth	Disabled Bays	6	80	
25	Beacon St, Lichfield	Lichfield	DYL & Unrestricted	10	80	
26	Market Street, Rugeley	Cannock Chase	DYL & Unrestricted	18	80	
27	Lichfield St, Tamworth	Tamworth	LW	10	75	

Appendix B

**On-Street Pay and Display  
Indicative Outline Forward Programme**

Rank	Location	District	Existing Restrictions	Potential No of Parking Bays	Matrix Score	Other Factors
28	Tenterbanks, Stafford	Stafford	LW	18	75	
29	North Walls, Stafford	Stafford	LW	17	75	
30	Brunswick St, Newcastle	Newcastle	LW	12	75	
31	Fountain St, Leek	Staffordshire Moorlands	Disabled Parking & LW	24	75	
32	Derby St, Leek	Staffordshire Moorlands	LW	18	75	
33	Market Street, Leek	Staffordshire Moorlands	LW	14	75	
34	St Michaels Sq / Church Road, Penkridge	South Staffordshire	LW	32	75	
35	Crown Bridge, Penkridge	South Staffordshire	LW	17	75	
36	Tamworth Street, Lichfield	Lichfield	LW	15	75	
37	St. John St, Tamworth	Tamworth	LW	10	75	
38	Mill Street, Cannock	Cannock Chase	LW	10	70	
39	Girton Road, Cannock	Cannock Chase	Single Yellow Line (SYL)/DYL & Unrestricted	20	70	
40	Albert Rd, Tamworth	Tamworth	LW	30	70	
41	Spinning School Lane, Tamworth	Tamworth	Disabled Bays	10	70	
<b>2022 &amp; Beyond</b>						
42	Merrial St, Newcastle	Newcastle	LW & Disabled Parking	12	65	
43	Queen Street, Lichfield	Lichfield	LW	35	65	
44	Station Road, Penkridge	South Staffordshire	LW	8	60	
45	King St, Newcastle	Newcastle	LW	20	55	
46	Levetts Field, Lichfield	Lichfield	Unrestricted	7	55	
47	Jubilee Rd/ Upper Marsh, Newcastle	Newcastle	Unrestricted	25	50	
48	Cope St, Stafford	Stafford	DYL	7	25	2018 - Taxi Rank Established



## **Appendix C – Proposed List of Consultees on the draft Car Parking Strategy**

All County Councillors

District and Borough Councils

The Staffordshire Association of Town and Parish Councils

The Police and Crime Commissioner for Staffordshire

Staffordshire Chambers of Commerce

In addition, the following organisations which are the statutory consultees to the Traffic Regulation Order process

Police, Fire and Ambulance Service

The Freight Transport Association

The Road Haulage Association



Local Members' Interest
N/A

## Prosperous Staffordshire Select Committee – 18 January 2019

### Staffordshire Safer Roads Partnership

#### Recommendation

1. The Select Committee is recommended to scrutinise the Staffordshire Safer Roads Partnership.

#### Report of Cllr Helen Fisher, Cabinet Member for Highways and Transport

#### Summary

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

2. The Select Committee is asked to recognise the new governance structure and operating model of the Staffordshire Safer Roads Partnership.
3. The committee members are invited to scrutinise the wide range of initiatives used to promote road safety across Staffordshire and Stoke-on-Trent with reference to the 4 Es: education, engagement, engineering and enforcement.
4. It is also requested that the Select Committee recognises and supports the need for ongoing review and development of road safety measures to continue to reduce road casualties.

#### Report

##### Background

5. The Staffordshire Safer Roads Partnership (SSRP) was setup in 2001 with the aim of bringing partner organisations together to reduce road casualties in Staffordshire and Stoke-on-Trent. Current key partners are:
  - a. Staffordshire County Council
  - b. Stoke-on-Trent City Council
  - c. Staffordshire Police
  - d. Staffordshire Fire & Rescue Service
  - e. Highways England
6. The Partnership's vision is: "Working together to improve road safety in partnership with our communities".
7. The joint Governance group for the SSRP agreed in January 2016 to strengthen the governance of the Partnership. This prompted a redesign of the governance arrangements, delivery model and staffing structure to ensure the future work of the Partnership would receive appropriate direction and scrutiny.
8. A key element to note is that the SSRP does not exist as an autonomous entity. It is an informal collaboration designed to improve road safety through the alignment of resources, knowledge and skills across all partner organisations.

9. The SSRP plans to use a range of measures including Education, Engagement, Enforcement and Engineering to support a wider culture change that will see excessive speed and inconsiderate behaviour on our roads as socially unacceptable.

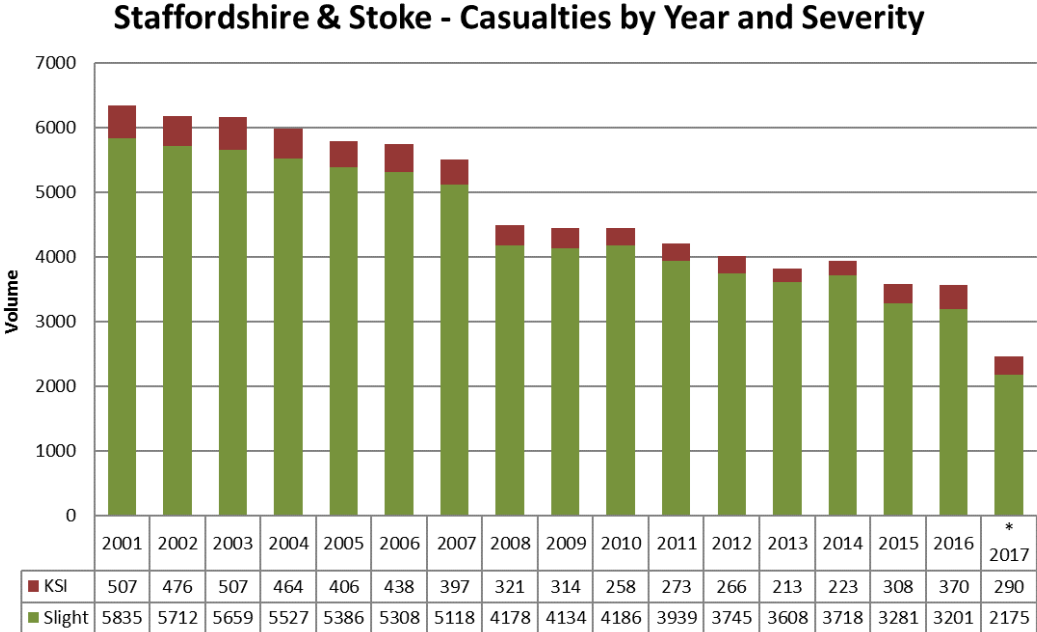
## **Governance, Delivery Model and Structure**

10. New governance arrangements were implemented in 2016, including two boards:
  - a. The Strategic Board sets the strategic direction of the Partnership and, working with recommendations from the Operational Board, takes ultimate responsibility for key financial decisions and scrutiny. Membership includes senior political representatives from the main Partner organisations.
  - b. The Operational Board reviews current local issues across the whole spectrum of road safety to inform recommendations submitted to the Strategic Board.
11. Further details about these boards, including their membership, are available in Appendix 1.
12. The following key strategic objectives have been identified:
  - a. To achieve a long term sustained reduction in road traffic collisions across Staffordshire and Stoke-on-Trent.
  - b. To ensure education and training initiatives are used effectively to reduce the risk of being involved in a road traffic collision.
  - c. To agree a considered approach to engineering and enforcement based on evidence and making best use of sustainable but limited resources.
  - d. To engage and support our communities to take local responsibility for improving road safety.
  - e. To improve public confidence in the safety of Staffordshire and Stoke-on-Trent's roads.
13. The strengthening of governance arrangements enabled a change in delivery model, with responsibility resting with the partner organisation responsible for each element of delivery. This will be managed centrally through a commissioning process to agree and monitor specific requirements and outcomes.
14. As the new governance and delivery arrangements became more established it was decided that a semi-formal agreement between partners would be beneficial. A new Memorandum of Understanding (MoU) is currently in the final stages of development. The MoU aims to set out the responsibilities of both the SSRP and individual partners. A particular focus is on the financial arrangements and assurances in relation to employment and the cost recovery mechanisms for services delivered on behalf of the SSRP.
15. A desire to raise awareness with communities and wider stakeholders about the work of the SSRP was identified. As a result, the Partnership's first public facing strategic document the 'Road Safety Plan 2018' has been developed and will be published in the next few weeks. This will be accompanied by an Annual Report to provide further detail about road safety activity and performance.
16. The SSRP was recently reviewed by the SCC Internal Audit team. The scope of the audit included governance arrangements, financial monitoring and contract management. Overall, the areas reviewed were found to be adequately controlled,

however 4 medium risk and 2 low risk recommendations were made. The medium risk recommendations all related to the Partnership’s MoU and Operating Principles which are both awaiting finalisation. Suggestions were made about elements that may require further development such as the review process for these documents and the inclusion of KPIs. The low risk recommendations suggested that an action or RAID log should be established, and that current issues with collision data availability should be resolved.

**Road Traffic Casualties**

17. Road traffic casualties in Staffordshire and Stoke-on-Trent have seen a significant decline in recent years as the following chart demonstrates. A recent increase in the number of recorded KSI (Killed and Seriously Injured) casualties is likely to be due to a change during 2015 in how collision severity is decided.



*\*Note: 2017 figures are provisional*

18. The information below summarises recent performance in terms of casualty and collision reduction and demonstrates our position nationally:

- a. All collisions resulting in injury down 44% between 2001 and 2016
- b. 27% fewer fatal and serious injuries in 2016 compared to 2001
- c. Staffordshire ranked 8th best out of 46 police force areas based on 2016 fatal & serious injury casualty rate by population

19. The Partnership has adopted a ‘Vision Zero’ approach which reflects the view that it can never be ethically acceptable that people are killed or seriously injured on our roads. However, in real terms the partnership is seeking to achieve a long term sustained reduction in collisions, both in number and severity. Success against this target will be quantified in terms of the number of collisions resulting in injury. This will be measured on both a local and national basis, with the intention to remain in the top 25% best performing local areas in the country.

20. Work is ongoing, through the Partnership’s Insight and Intelligence Officer, to ensure resources are directed appropriately based on detailed analysis of casualty numbers and trends. This has confirmed a need to continue the focus on children, young drivers and motorcyclists, and has also provided evidence to support the development of initiatives in relation to cyclists, older drivers and commercial vehicles (HGVs, vans etc).

A summary of these statistics, and information related to collisions by road type and speed limit, is available in Appendix 2.

21. It is worth noting that, although responding to known casualty issues remains a key focus, the SSRP are also keen to support communities where collisions may not have occurred but residents are concerned about the speed or behaviour of traffic. However, this must be proportionate to the issue and considered in light of the resources available.

## **Initiatives**

22. Of particular note is the agreement, from April 2018, for the SSRP to adopt the funding of Road Safety Education in priority schools across Staffordshire and Stoke-on-Trent. This has taken on the service previously funded by Staffordshire County Council, and also enabled formal road safety education to be reinstated in Stoke-on-Trent schools. Although funding was initially approved for 16 months it is hoped that this will continue following review later this year.
23. As part of the Partnership's community engagement work, Staffordshire's Road Safety Grant fund was launched in 2017. This is currently running as a 2 year pilot which will comprise of 4 funding rounds. A total of £200k of SSRP funding has been made available for community-led projects to improve road safety. A decision will be made soon regarding the future of this initiative. Appendix 3 provides a summary of the funding agreed to date. Following the first 3 funding rounds, a total of £151k has been awarded to communities.

## **Finance**

24. There is no direct financial contribution to the SSRP by any partner organisation.
25. Road safety activity undertaken by partners may use their existing resources or may be funded through the SSRP centralised budget. The majority of partnership funding is as a result of educational course referrals which include a nationally agreed cost recovery element returned to the enforcement authority (SSRP in this case). A centralised Partnership budget is held by Staffordshire County Council who act as Treasurer.
26. Several opportunities to deliver external projects have also provided an income stream including enforcement on behalf of Highways England (motorway roadwork enforcement and Smart motorway cameras) and Network Rail (national project using cameras at level crossings).
27. As at the end of 2017/18, the Partnership held reserves of £1.07m. In July 2018 the SSRP Strategic Board considered the level of the reserves along with a 5 year Medium Term Financial Update. It was agreed that the SSRP will take on any potential redundancy liability for partner staff providing services for the Partnership and for the estimated cost (currently £0.33m) to be a first call on the reserves. This leaves £0.74m of the reserves available for meeting the cost of upgrading current fixed speed cameras to new digital technology, which is a pressing matter for the Partnership to update and effectively continue its enforcement activity.

## **Link to Strategic Plan**

28. The Partnership's work has the potential to contribute to all three of the County Council's priority outcomes:

- a. *Be able to access more good jobs and feel the benefits of economic growth* – through improving the safety and reliability of the road network, making Staffordshire more attractive for businesses and their employees
- b. *Be healthier and more independent* – by making communities feel safer when walking and cycling
- c. *Feel safer, happier and more supported in and by their community* – by engaging with our communities and addressing their road safety concerns

### **Contact Officer**

Name and Job Title: Melanie Langdown, Strategic Governance and Commissioning  
Manager, Staffordshire Safer Roads Partnership  
Telephone No.: 01785 235006 / 07855 336945  
E-Mail Address: [melanie.langdown@staffordshire.gov.uk](mailto:melanie.langdown@staffordshire.gov.uk)

### **Appendices/Background Papers**

**Appendix 1** – Governance Structure

**Appendix 2** – Road Traffic Collision Data

**Appendix 3** - Staffordshire's Road Safety Grant Fund – Successful Applications

**Governance Structure**

SSRP Strategic Board:

The Strategic Board meets 4 times per year. The Chair is alternated between the representatives from Staffordshire County Council and Stoke-on-Trent City Council.

<b>Organisation</b>	<b>Lead Representative</b>
Staffordshire County Council	Cllr Helen Fisher
Stoke-on-Trent City Council	Cllr Daniel Jellyman
Staffordshire Commissioner’s Office	Glynn Dixon
Staffordshire Police	ACC Emma Barnett
Staffordshire Fire & Rescue Service	Glynn Luznyj
Highways England	Neil Hansen
Public Health – Staffordshire	Michael Calverley
Public Health – Stoke-on-Trent	Barry Brockbank
Royal Society for the Prevention of Accidents (RoSPA)	Nick Lloyd
Community Foundation for Staffordshire	Adam Berrisford

SSRP Operational Board:

The Operational Board meets every 6-8 weeks. The Chair is rotated between the 4 local partner organisations.

<b>Organisation</b>	<b>Lead Representative</b>
Staffordshire County Council	James Bailey
Stoke-on-Trent City Council	Brian Edwards
Staffordshire Police	Jane Hewett
Staffordshire Fire & Rescue Service	James Bywater
Highways England	Marie Biddulph



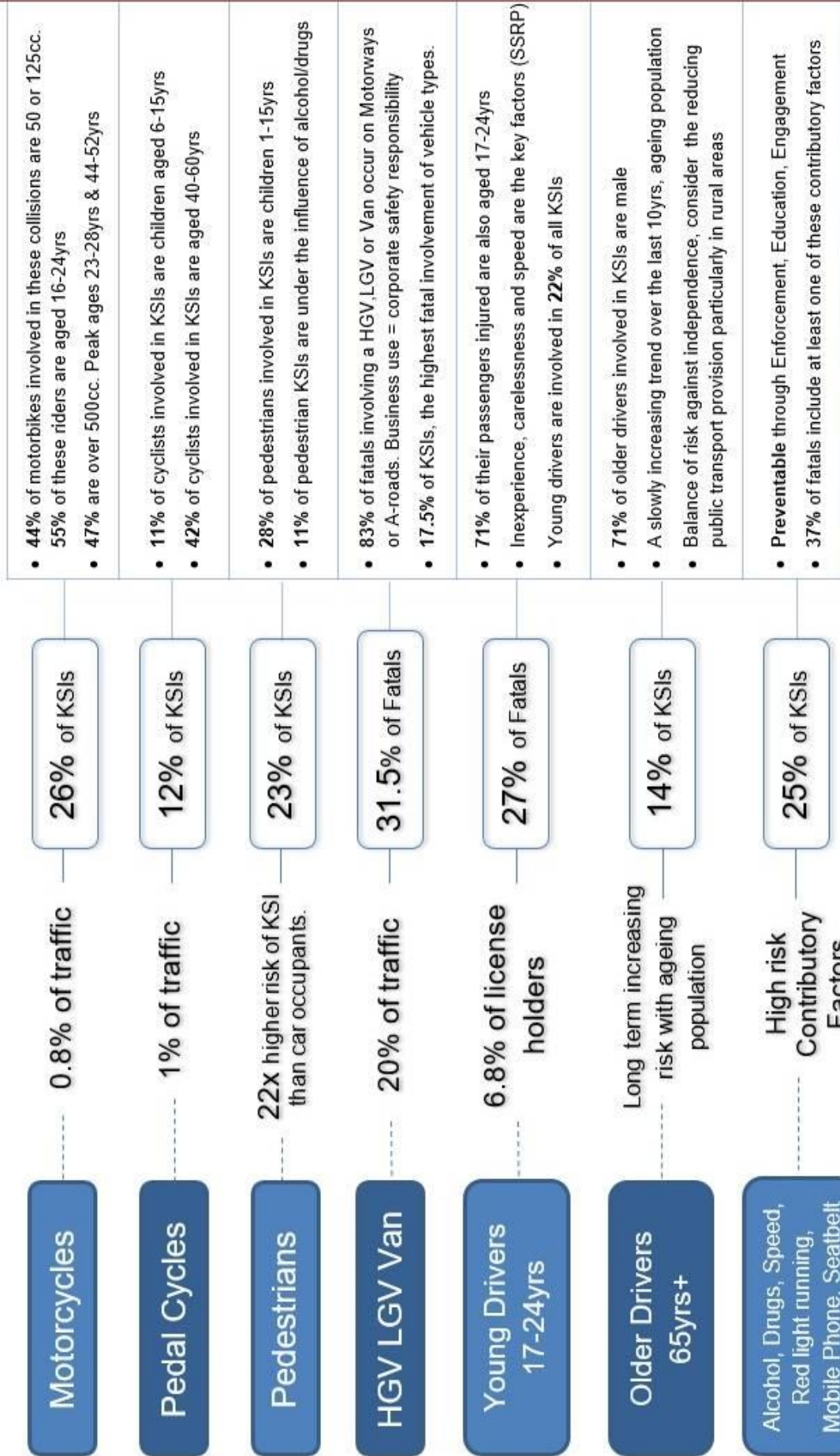
## Appendix 2

### **Road Traffic Collision Data**

The information on the next page has been produced by the SSRP to support the prioritisation of initiatives across various at-risk road user groups.

*Please note: National figures have been used for some statistics including traffic and licence holder percentages.*

## 2013-2017 SSRP Area - 1,245 KSI Collisions - 1,404 KSI Casualties



- 44% of motorbikes involved in these collisions are 50 or 125cc. 55% of these riders are aged 16-24yrs
- 47% are over 500cc. Peak ages 23-28yrs & 44-52yrs

- 11% of cyclists involved in KSIs are children aged 6-15yrs
- 42% of cyclists involved in KSIs are aged 40-60yrs

- 28% of pedestrians involved in KSIs are children 1-15yrs
- 11% of pedestrian KSIs are under the influence of alcohol/drugs

- 83% of fatalities involving a HGV, LGV or Van occur on Motorways or A-roads. Business use = corporate safety responsibility
- 17.5% of KSIs, the highest fatal involvement of vehicle types.

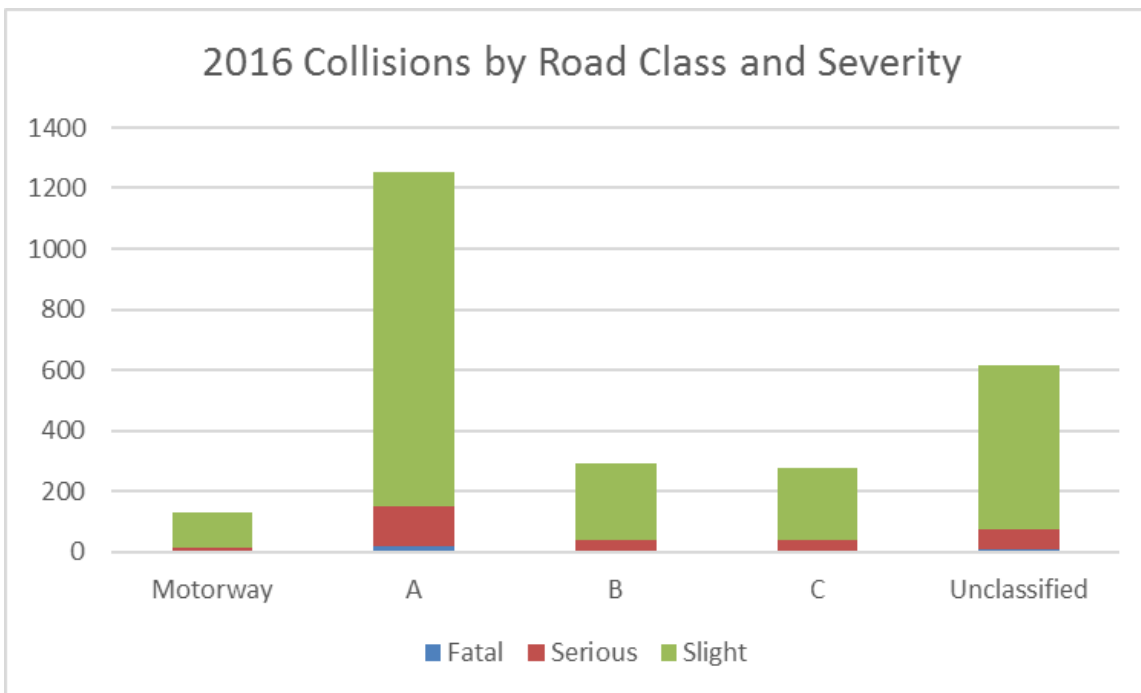
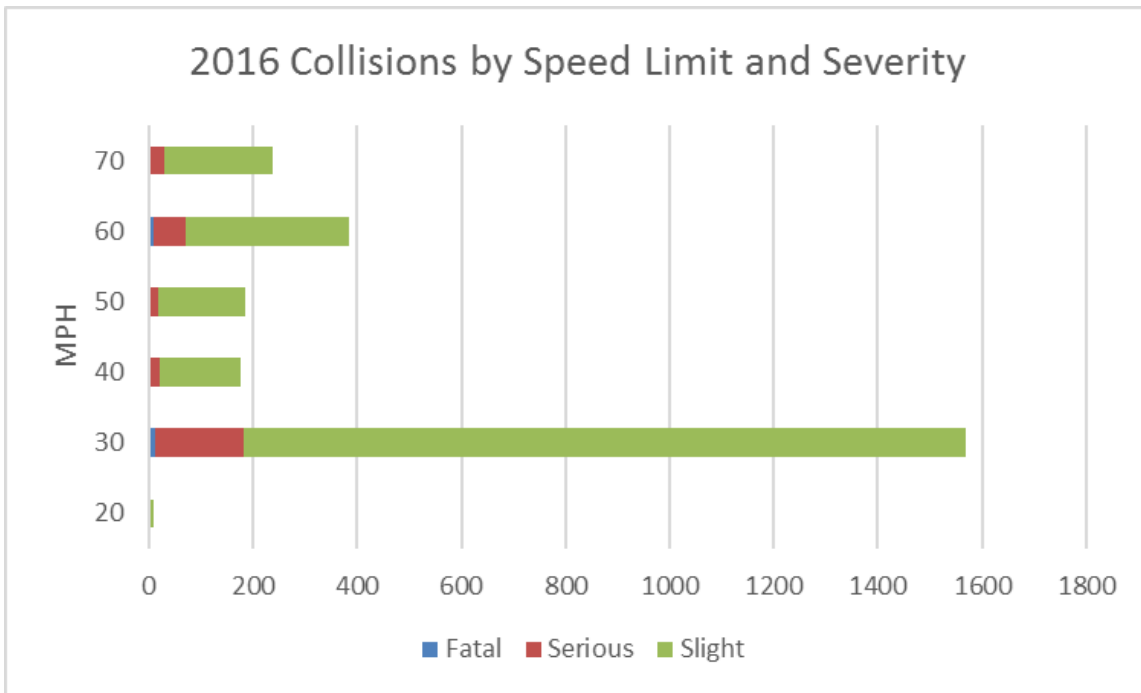
- 71% of their passengers injured are also aged 17-24yrs
- Inexperience, carelessness and speed are the key factors (SSRP)
- Young drivers are involved in 22% of all KSIs

- 71% of older drivers involved in KSIs are male
- A slowly increasing trend over the last 10yrs, ageing population
- Balance of risk against independence, consider the reducing public transport provision particularly in rural areas

- Preventable through Enforcement, Education, Engagement
- 37% of fatalities include at least one of these contributory factors

**91.5%** of all KSI collisions involve at least one of these vulnerable road user groups, and/or at least one preventable contributory factor.

The following charts provide a breakdown of collision numbers across speed limits and road types for all personal injury collisions during 2016.



## Appendix 3

### Staffordshire's Road Safety Grant Fund – Successful Applications

<b>Funding Round</b>	<b>Applications</b>	<b>Funding Agreed</b>
1 - Sep 2017	10	30,452
2 - Apr 2018	28	61,106
3 - Sep 2018	24	59,492
<b>Total</b>	<b>62</b>	<b>151,050</b>

<b>Area</b>	<b>Applications</b>	<b>Funding Agreed</b>
Newcastle-under-Lyme	12	34,722
Stafford	13	28,286
Lichfield	12	26,771
South Staffordshire	10	19,749
Staffordshire Moorlands	5	18,475
East Staffordshire	5	12,718
Stoke-on-Trent	2	6,221
Tamworth	2	3,754
Cannock Chase	1	354
<b>Total</b>	<b>62</b>	<b>151,050</b>

Examples of supported applications:

- Highway projects including gateway features and parking restrictions
- Temporary or permanent electronic speed warning signs
- Production of an educational DVD road safety resource for schools
- Delivery of a road safety programme for adults with learning disabilities
- Advertising bollards outside a school to promote road safety messages
- Parking 'buddies' to encourage safe road use around a school
- Equipment and signage for Community Speed Watch schemes



## Prosperous Staffordshire Select Committee Work Programme 2018/19

This document sets out the work programme for the Prosperous Staffordshire Select Committee for 2018/19.

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 Work Programme is linked to the Vision, Outcomes and Priorities detailed in the Council's Strategic Plan 2018-2022.

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 Ian Parry**

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)

**Work Programme Items carried over from 2017/18**

Item	Date of meeting when item is due to be considered	Details	Action/Outcome
Review of Charging for Non-household Waste at Household Waste Recycling Centres (to include Large Scale Fly Tipping in Staffordshire) Cabinet Member: Gill Heath Lead officer: Clive Thomson/Chris Jones	4 April 2018	This item was called in and considered by the Corporate Review Committee on 26 October 2016. Members are asked to review the current arrangements that came into effect on 1.11.16. Member's views are sought on how largescale fly tipping is being managed. (Views of JWMB to be sought).	The Committee considered the impact of introducing charging for non-household waste at Household Waste Recycling Centres in Staffordshire. They suggested that additional measures should be taken to improve communications and publicise the charging policy.
SACRE Annual Report Cabinet Member: Mark Sutton Lead Officer: Emma Jardine-Phillips	4 April 2018		Copies of the Annual Report have been circulated to the Select Committee.
EU Funding Case Studies Cabinet Member: Mark Winnington Lead Officer: Nigel Senior	4 April 2018	Item requested by the Committee at their meeting on 15 December 2017.	The Committee considered details of 3 EU Funding case studies.
Improving Attendance and participation in our schools and settings Cabinet Member: Philip White Lead officer: Karl Hobson	20 June 2018	Members previously considered this matter at their meeting in September 2015 and requested that the Attendance Working Group report further progress, including specific intervention showing how the principles and priorities work in practice; Post-16 changes and any impact these have on take up. 2017-18 Attendance figures not available until June 2018.	Staffordshire continued to have below national average rates in its primary, secondary and special schools. Absence from Pupil Referral Unit schools (PRUs) was a cause for concern. The local authority was working with the PRU headteachers to explore ways to improve attendance, and an independent review had been commissioned of the entire PRU estate.
Libraries and Arts Strategy: Phase 2 Cabinet Member: Gill Heath Lead Officers: Janene Cox/Catherine Mann	20 June 2018	Previously considered at the meeting in September 2017.	The Committee endorsed: the introduction of a self-service pilot; the evaluation and selection process to procure community managed library organisations; the existing support

			package and service specification for community managed libraries; and the application of the principles that had been consulted on to inform the mobile and travelling library service review.
Scrutiny Review of Impact of HGVs on Roads and Communities in Staffordshire – follow up of Executive Response Action Plan Cabinet Member: Helen Fisher Lead officer: Clive Thomson	20 June 2018	Members undertook a review of the impact of HGVs on roads in Staffordshire last year. Members are asked to continue to scrutinise the Executive Response Action Plan until all recommendations are completed or an explanation given. An initial Executive Response was scrutinised by the Committee on 13 September 2016.	The Committee received a briefing note on the action plan and implementation of the recommendations of the Working Together to Address the Impact of Heavy Goods Vehicles/HCVs on Roads in Staffordshire final report.
Midlands Connect Proposal to Become a Sub-National Transport Body – Consultation Cabinet Member: Philip Atkins/Mark Winnington Lead officer: Clive Thomson	20 June 2018	Pre-decision scrutiny (post May)	The Committee supported the proposal for Midlands Connect to become a statutory Sub-National Transport Body, with limited powers, rather than continuing under existing voluntary partnership arrangements.
Rights of Way Cabinet Member: Hele Fisher Lead Officers: Janene Cox/Nicola Swinnerton/Paula Dalton	20 June 2018	Item requested by members	The Committee considered a briefing note on the key outputs of the Public Rights of Way Review and agreed to scrutinise the plans to deal with the backlog of Section 53 applications at their July meeting.
Rights of Way Cabinet Member: Mike Sutherland/Helen Fisher Lead Officers: Janene Cox/Nicola Swinnerton/Paula Dalton	19 July 2018	Issue regarding backlog of applications	Plans to Deal with Section 53 Backlog. A further update to be brought to the meeting in January 2019.
Economic Growth Capital and Development Programme to include Overview of Regeneration Projects and	19 July 2018	Item proposed by the Corporate Director for Economy, Infrastructure and Skills.	Members noted the work and progress of the Staffordshire County Council Economic Growth Programme and the Growth Hub and requested that a

<p>Growth Hub Cabinet Member: Mark Winnington Lead officer: Anthony Hodge</p>			<p>breakdown of jobs by district and employment sector be provided to all members of the Council.</p>
<p>Inquiry Group Report on Elective Home Education</p>	<p>19 July 2018</p>	<p>Following a referral from the Corporate Parenting Panel a review group was set up conflated with members of the Safe and Strong Select Committee. Its first meeting was held on 12 January where Members received a briefing from officers. Further meetings were held, including the inquiry session scheduled for 21 March. The final report and recommendations will be considered by the Select Committee in readiness for forwarding to the Cabinet Member for his executive response.</p>	<p>The Select Committee endorsed the final report and recommendations of the Elective Home Education Review and agreed its submission to the appropriate Cabinet Members.</p>
<p>HS2 Construction Routes and Road Safety Cabinet Member: Helen Fisher/ Mark Winnington Lead Officer: Clive Thomson→James Bailey/Sarah Mallen</p>	<p>19 July 2018</p>	<p>Phase 2 under consultation</p>	<p>The Select Committee noted the work undertaken to date on efforts to influence HS2 construction routes, and the limited powers (as outlined in the phase 1 and phase 2a Hybrid Bill) available to the highway authority in respect of approving HS2 construction routes. Members agreed to assist in raising awareness of the HS2 Helpline and email for all queries and complaints regarding construction.</p>
<p>Update on Infrastructure + Improvement Plan and Performance Review based on 2017/18 Delivery/Highways Extra Investment Cabinet Members: Mark Deaville and Helen Fisher</p>	<p>19 September 2018</p>	<p>Members have been regularly involved in scrutiny of the contract arrangements with Amey. Members to scrutinise the Improvement Plan and Performance Review on a six-monthly basis. Members asked to scrutinise the</p>	<p>The Select Committee noted the progress which had been made on the Infrastructure+ Action plan and on the extra £5m investment in highway maintenance and asked for an update on the Highways Portal at their next meeting.</p>



Lead officer: James Bailey		county's investment in our road network. Members wished to consider the quality of repairs/failure rate.	
Delivering Housing in Staffordshire Cabinet Member: Mark Winnington Lead officers: Mark Parkinson	19 September 2018		The Select Committee requested a further update in six months' time.
Freight Strategy Cabinet Member: Helen Fisher Lead Officer: Clive Thomson	15 November 2018		A number of Parish Councils and the Staffordshire Parish Councils' Association attended the meeting to contribute to the debate. The Committee made suggestions, observations and comments on the Strategy, which the Cabinet Member agreed to take on board as part of the consultation process.
Education and Skills Strategy: A Partnership Framework for Staffordshire Cabinet Member: Philip White Lead Officers: Tim Moss, Andrew Marsden, Anthony Baines	14 December 2018	Item proposed by the County Commissioner for School Quality Assurance and Intervention.	Following wide-ranging discussion members made a number of comments and suggestions, which would be fed in to the consultation process on the Strategy. Members also requested an update on the progress on the Strategy at a future meeting.
Executive Response to the Report of the Working Group on Elective Home Education Cabinet Members: Mark Sutton/Philip White Lead Officer: Karl Hobson	14 December 2018	A review group had been set up jointly with members of the Safe and Strong Communities Select Committee, following a referral from the Corporate Parenting Panel.	Members requested a copy of the letter which was to be sent to Lord Soley in support of his Private Members Bill on EHE and asked for an update on EHE at a future meeting.
Staffordshire Safer Roads Partnership Cabinet Member: Helen Fisher Lead Officers: James Bailey/Mel Langdown	18 January 2019		
On-Street Parking Strategy	18 January 2019	Pre-decision scrutiny.	

and Forward Programme of Pay and Display Parking Cabinet Member: Helen Fisher Lead Officers: James Bailey/Stephen Pritchett			
Countryside Estate Review – Final Proposals for Management and Delivery Cabinet Member: Gill Heath/Mark Winnington Lead Officer: Ruth Shufflebotham	18 January 2019	Pre-decision scrutiny.	
Rights of Way Cabinet Member: Mike Sutherland/Helen Fisher Lead Officers: Janene Cox/Nicola Swinerton/Paula Dalton	18 January 2019	Issue regarding backlog of applications (last considered at the meeting on 19 July 2018).	Update on dealing with the backlog of Section 53 Applications (the number dealt with through delegation, and the number dealt with by the CRoW Panel).
Delivering Housing in Staffordshire Cabinet Member: Mark Winnington Lead officer: Anthony Hodge	1 March 2019	A further update in six months' time was requested by the Select Committee at their meeting on 19 September 2018.	
Economic Growth Programme Cabinet Member: Mark Winnington Lead Officer: Anthony Hodge	1 March 2019	Six-monthly updates were requested at the Triangulation Meeting on 17 October 2018.	
Post Brexit Economic Funding Cabinet Member: Mark Winnington Lead Officer: Anthony Hodge	1 March 2019	Requested at the Triangulation Meeting on 17 October 2018.	
Sportshire Strategy and Major Events Evaluation Cabinet Member: Mark Winnington Lead Officer: Ben Holland	Briefing Note	Strategy reviewed in December 2015. Members asked that future evaluation reports include a detailed cost benefit analysis and that any figures used to highlight the success of events should be robust. The negative impact on local	Briefing Note requested.

		<p>communities of Sportshire events was acknowledged and the Select Committee wish to ensure that everything possible is done to mitigate these in future.</p> <p>An evaluation report of the 2017 Ironman event was requested to be brought to a Select Committee meeting approximately three months after the event.</p>	
<p>Post-16 (now Post 18) Education Provision Cabinet Member: Philip White Lead Officer: Tony Baines</p>	To be advised	Item proposed by the Cabinet Member for Learning and Skills.	
<p>Community Transport and Supported Bus Network Cabinet Member: Mark Deaville Lead Officer: Clive Thomson</p>	To be advised	At their meeting on 14 November the Committee agreed to monitor the impact of the removal of bus subsidies going forward.	
<p>Capital Programme: Funding for New Schools Cabinet Member: Philip White Lead Officer: Andrew Marsden</p>	To be advised		
<p>Update on Progress on the Education and Skills Strategy Cabinet Member: Philip White Lead Officers: Tim Moss, Andrew Marsden, Anthony Baines</p>	To be advised	At their meeting on 14 December the Committee agreed that they wished to receive an update on the progress on the Strategy.	
<p>Update on Elective Home Education Cabinet Members: Mark Sutton/Philip White Lead Officers: Tim Moss/Karl Hobson</p>	To be advised	At their meeting on 14 December the Committee agreed that they wished to receive an update on EHE.	
<p>Follow Up on the Reorganisation of Further and Higher Education</p>	To be advised	Requested at the meeting on 14 December.	

Arrangements with Entrust Cabinet Member: Philip White			
---	--	--	--

**Working Groups**

<p>Entrust Service Level Agreement Key Performance Indicator Working group Cabinet Member: Mark Deaville Lead Officer: Ian Turner/Karen Coker</p>	<p>Scrutiny and Support Manager to discuss timing with Chair/Vice Chair</p>	<p>Following consideration of Education Support Services – Commissioning and Contract Performance on 22 January Members agreed to set up a Working Group to consider the review of KPIs and the information they wished to scrutinise in future.</p>	<p>Committee agreed that new Members should be sought and a further meeting of the Group arranged. Chairman to discuss way forward with Cabinet Member for Commercial. Update: Cabinet Member for Commercial is preparing an update for the Committee. Advised to defer setting up of Working Group until this has been received.</p>
<p>Elective Home Education Cabinet Member: Philip White Lead Officer: Karl Hobson</p>		<p>Item referred by Corporate Parenting Panel – August 2017 (NB also referred to Safe and Strong Communities Select Committee)</p>	<p>A review group has been set up jointly with members of the Safe and Strong Select Committee. Its first meeting was held on 12 January where Members received a briefing from officers. A planning meeting was held on 31 January with the inquiry session on 21 March. The Inquiry Group then compiled their report and recommendations which the Select Committee endorsed and agreed its submission to the appropriate Cabinet Members at their meeting on 19 July 2018.</p>

<b>Membership</b>	<b>Calendar of Committee Meetings</b> at County Buildings, Martin Street, Stafford ST16 2LH
-------------------	---

<p>Ian Parry (Chairman)          Julia Jessel (Vice-Chairman)          Ron Clarke          Tina Clements          Keith Flunder          Bryan Jones          Kyle Robinson          David Smith          Simon Tagg          Bernard Williams          Mike Deakin (Co-optee)          Andrew Mason (Co-optee)          Rev. Preb. Michael Metcalf (Co-optee)          Jessica Shulman (Co-optee)</p>	<p>4 April 2018          20 June 2018          19 July 2018          19 September 2018          15 November 2018          14 December 2018          18 January 2019          1 March 2019          25 April 2019</p>
--	--



Not for publication by virtue of paragraph(s) 5  
of Part 1 of Schedule 12A  
of the Local Government Act 1972

Document is Restricted

