

Appendix - Economic Strategy Delivery Plan 2022/23

Summary	What success will look like in 2022/23	How we will measure success? (KPI)	Cabinet Lead	SLT Lead	WLT Lead
Town Centres - We will work with our partners to level up our town centres through targeted interventions.					
To continue to work with the local planning authorities, to support masterplan-led regeneration schemes, in particular bidding and delivery of central government programmes that include future high street fund and town deals. Future opportunities may also come through UK Government's Shared Prosperity Fund (SPF) and Levelling Up Funds, and preparing for HS2.	<p>Eastgate Regeneration proposals - Procurement of preferred Development Manager / Development Partner by end of June 2023.</p> <p>A further pipeline of opportunities will be established with our local planning authorities and other partners where relevant (e.g. strategic one public estate sites / premises).</p>	<p>Pipeline and / or annual business plan published</p> <p>Successful development and delivery of projects</p> <p>This is likely to gain increased momentum throughout the financial year, and Work Programme outputs / KPI's will be established as appropriate</p>	Philip White	Darryl Evers	Anthony Hodge
Hub Towns Programme	Project Teams with the relevant District/Borough Councils working on individual plans to assist the 5 identified Rural Hub Towns.	SWOT analysis will be shared and action plans developed. A specific business support programme for each of the 5 towns will be developed in partnership. Funding will be applied for when a suitable scheme is available.	Philip White	Darryl Evers	Anthony Hodge
Annual Capital Programme. Carry out highway design that is: proportionate to the scheme size and complexity; complies with the Construction (Design and Management) Regulations 2015 (CDM 2015); and consults and engages with elected representatives and local communities in an appropriate and timely manner.	<p>Delivery of the Divisional Highway Programme (DHP) to the satisfaction of Members and local communities.</p> <p>Ensure that good quality, sustainable, highway infrastructure assets are constructed, that are durable and efficient to maintain and manage.</p> <p>Continued development of the IT Projects Delivery Project Team (set up in November 2021), with a focus on KPI reporting and the creation of an improvement plan.</p> <p>Monthly and quarterly updates on the progress and finances of the programme.</p> <p>Setup an annual, internal audit of compliance with CDM 2015.</p> <p>Ensuring that sufficient design staff are trained and employed to deliver a growing IT programme.</p>	<p>Percentage of IT programme schemes (including carry over schemes from previous financial years) at:</p> <ul style="list-style-type: none"> • On hold • Design stage • Construction stage • Completed • On hold / cancelled <p>IT programme expenditure per quarter against forecast expenditure per quarter.</p> <p>Percentage of DHP schemes (including carry over schemes):</p> <ul style="list-style-type: none"> • On hold • In progress • Completed • Cancelled 	David Williams	Darryl Evers	James Bailey
Higher Skilled, Higher Paid Workforce - Enable young people and adults to get the training and skills so they can have a successful career and that employers have the right skills to help their business be competitive and Staffordshire's productivity grows.					
<p>Employee Skills Partnership. Manage the delivery of the 3 £1.5m UK CRF projects in accordance with the requirements placed upon the Council as the Lead Authority.</p> <p>Manage the delivery of 4 skills Equipment Fund projects funded by the LEP's Getting Building Fund.</p> <p>Manage the delivery of the Ignite student business start-up project.</p>	<p>All 3 projects achieve their respective output, outcomes targets by June 2022.</p> <p>The SEF 3 projects will enable the delivery of high quality and high level training programmes to support the growth in Stoke-on-Trent and Staffordshire's priority economic sectors.</p> <p>Staffordshire young people in FE 16-18 and school 6th Form with aspirations to start their own business will receive training and support through the Ignite business start-up programme.</p>	<p>No. of people supported - 424</p> <p>No. of businesses supported - 222</p> <p>No. of organisations supported - 18.</p> <p>SEF 3</p> <p>Apprenticeship - growth 178</p> <p>Learners - growth 174</p> <p>No. of students received Ignite lesson - 6000</p> <p>No. of students registered on Ignite online learning platform - 450</p>	Philip White	Darryl Evers	Anthony Baines

<p>Apprenticeship & Technical Skills. Procure apprenticeship provision that meets the skills development needs of the core business and schools - maximising the levy spend including Transfer of Funds. Manage the Apprenticeship 500 initiative, which is part of the - Staffordshire Means Back to Business. CRF and SCC funding.</p>	<p>The increase in levy spend and the reduction of expired levy will be maintained. More teams will use the apprenticeship route to fill vacancies and recruit new talent into the Council. All funds available via the Transfer of Levy will be shared with Staffordshire businesses that cannot access apprenticeship funding from elsewhere.</p> <p>The grant will support eligible and approved employers who will be use the grant to enable them to recruit new apprentices to support business recovery and growth.</p>	<p>Levy spend will increase by 4%. Apprentice recruitment will increase by 20%.</p> <p>500 apprenticeship starts.</p>	Philip White	Darryl Evers	Anthony Baines
<p>Adult Learning & Skills. Through adult learning programmes we will provide courses that contribute to better health & wellbeing, resilience, independence and social inclusion for all young people and adults. A range of formal and informal learning programmes providing support to people and their families to gain the skills they need to progress in the world of work and give children the best start in life.</p>	<p>Funding is targeted and maximised.</p> <p>Good levels of participation.</p> <p>Good quality teaching & learning leads to good achievement with no achievement gaps in equality groups.</p> <p>Safeguarding is effective and high percentage of learners report feeling safe.</p> <p>High learner satisfaction levels.</p> <p>Learners move into positive destinations - further learning, volunteering, employment.</p>	<p>Achieves 97% of agreed funding profile</p> <p>25% males</p> <p>70% new learners</p> <p>Attendance 90%</p> <p>Achievement 94%</p> <p>Pass 98%,</p> <p>Retention 96%</p>	Philip White	Darryl Evers	Anthony Baines
<p>Multiply. The programme will provide a range of interventions and courses that support local residents to develop their numeracy skills.</p>	<p>Funding is targeted and maximised to extend the reach across Staffordshire. Good levels of participation across a range of identified targeted cohorts. Participants progress onto further learning, develop skills for everyday and where appropriate progress within their career.</p>	<p>Number of Numeracy courses</p> <p>Number of people participating</p> <p>Number of people achieving a qualification</p> <p>Number of courses developed in collaboration with employers</p> <p>Number of people referred from partners to upskill courses</p> <p>Number of different cohorts participating</p>	Philip White	Darryl Evers	Anthony Baines
<p>Jobs Brokerage</p>	<p>To be completed</p>	<p>TBD</p>	Philip White	Darryl Evers	Anthony Baines
<p>Start-ups / Scale-ups - Support more people to start and grow their business as a priority, ensuring that a variety of programmes are available to suit individuals with different needs. Support existing businesses to thrive and grow in Staffordshire.</p>					

<p>Business Start Ups & Growth. Work with partner organisations to create new programmes with a variety of options for all those wanting to start a business in the County. This will include looking at individuals from BAME / Unemployed Communities.</p>	<p>Achievement of the start-up programme targets</p> <p>Achievement of the Staffordshire Means Back To Business Programme Targets</p> <p>Establishment of new start up programmes which meet the needs of all people in Staffordshire</p> <p>Emphasis on continue to develop and deliver start-ups as part of year 3 delivery of the start-up programme</p> <p>Continue to support pre starts and start up individuals through the Staffordshire Means Back to Business Programme</p> <p>Development of a new support programme to support step-up businesses (trading 2 to 5 years), addressing a gap identified through commissioned research</p>	<p>By the end of the Three Year start up programme, target is 300 Individuals through the programme, and 200 new businesses set up.</p>	Philip White	Darryl Evers	Anthony Hodge
<p>Enterprise Centres. Continue to offer good quality business units through the enterprise centre portfolio. Tenants to work with the team to understand how to manage business premises in preparation for their move to the private sector.</p>	<p>Develop new business premises across the county according to need, starting with the opening of the Shire Hall Business Centre.</p> <p>Develop business support programmes with partners such as the chamber of commerce, FSB, and Growth Hub that provide existing businesses with the opportunities to flourish. Partnership working will successfully result in new schemes for existing businesses.</p> <p>Achievement of the occupation targets of the enterprise centres, and a continuation of the work with property services to move tenants onto 5 year leases.</p> <p>The Shire Hall Business Centre Project will continue on track. The Business and Enterprise Team will continue to work across functions on new enterprise centre projects such as Rugeley Power Station.</p> <p>Delivery of the extension of our Enterprise Centre in Knutton, providing light industrial units and supporting the wider regeneration of the high street.</p>	<p>85% minimum occupation in all 7 existing enterprise centres.</p> <p>The successful opening of Shire Hall, and 50% occupancy by December 2022.</p>	Philip White	Darryl Evers	Anthony Hodge
<p>Staffordshire Means Back to Business. Utilising community renewal funds, the team will continue to offer business support services to local companies and individuals who want to start a business. Working with the district and Borough Councils, the business and Enterprise team will continue to seek out new funding streams to continue this partnership working through the year.</p>	<p>Meeting objectives set out in the Staffordshire Means Back To Business CRF Programme.</p> <p>Sourcing continuation funding to enable the programme to continue throughout the financial year.</p>	<p>Total Number of potential entrepreneurs assisted</p> <p>Total number of people supported to participate in education and training</p> <p>Total number of businesses receiving grants</p>	Philip White	Darryl Evers	Anthony Hodge & Anthony Baines

<p>Economic Growth Programme - continuing our successful Economic Growth Programme which continues to create the conditions for growth for new jobs and housing.</p>	<p>End Users Identified and on site at i54 Western Extension</p> <p>Chatterley Valley Development on site (earthworks and highways/access works)</p> <p>Branston Interchange improvements on site (subject to successful LUF2 bid)</p> <p>Stafford Gateway Strategic Regeneration Framework Adopted</p> <p>Ongoing infrastructure works secured via key section 278 works packages</p>	<p>Hectares of land serviced / enabled</p> <p>Sq Ft of employment generating development</p> <p>Jobs created and safeguarded</p> <p>New homes enabled</p>	<p>Philip White</p>	<p>Darryl Evers</p>	<p>Anthony Hodge</p>
<p>Developing Investment Ready Projects - <i>Develop investment-ready projects vital to the future of the county, ensuring our pipeline projects are ready to access funding.</i></p>					
<p>Levelling up fund is expected to be announced in Spring Statement, C/O HM Treasury. Other funds may be launched throughout the year.</p>	<p>Successful Grant Bids</p>	<p>Grant opportunity maximised.</p> <p>This is an output type activity, of which the outcomes are not yet prescribed.</p> <p>As various government prospectuses are published / launched, KPI's will be updated here accordingly.</p>	<p>Philip White</p>	<p>Darryl Evers</p>	<p>Anthony Hodge & Anthony Baines</p>
<p>Accelerate delivery of gigabit capable technologies, maximising the opportunities and benefits for the businesses and residents of Staffordshire to enable the growth of our digital economy.</p> <p>Maximising the use of public sector assets, developing lucrative internal and external networks as well as contributing to and influencing policy to facilitate delivery and to reduce digital exclusion whilst supporting our climate change agenda.</p>	<p>Closure of Superfast Staffordshire and transition to Project Gigabit.</p> <p>Engage and support a successful procurement process for Project Gigabit - a government investment valued at between £70M and £123M in Staffordshire (including Stoke on Trent).</p> <p>5G development strategy in place and agreements with mobile network operators on improving coverage.</p>	<p>Take-up of Superfast services (at contract closure) exceeds 75%</p> <p>255,135 (61.1%) premises with Gigabit capability (Current baseline is 55.15%)</p> <p>Positive relationship with 100% of providers that have a successful bid in Gigabit procurement exercise (quantity currently unknown)</p>	<p>Simon Tagg</p>	<p>Darryl Evers</p>	<p>Anthony Baines</p>
<p>Delivery of the 2022/23 elements of the Schools Capital Programme, including both the maintenance programme and the basic need projects.</p>	<p>Opening of the two new schools in Uttoxeter and Fradley for September 2022.</p> <p>Completing the expansion of St John's PS, Essington and Princefields First School, Penkridge.</p> <p>Achieving planning permission and making good progress on the construction of: a new Primary School at Deanslade (Lichfield) and the relocation/ expansion of St Leonards Primary School (Stafford) to the Kingston Centre.</p> <p>Deliver the schools maintenance programme circa £8 million and over 100 projects.</p>	<p>Schools capital spend - delivery of projects in time and on budget</p>	<p>Jonathan Price</p>	<p>John Tradewell</p>	<p>Ian Turner</p>
<p>Strategic Corridors - <i>Develop an east/west strategic corridor project that enables businesses in Staffordshire to innovate and grow as part of the wider Midlands Region, initially developing new governance arrangements and supporting delivery.</i></p>					
<p>Growth potential identified as an investment corridor, with private sector and universities presenting opportunities for infrastructure improvements. Plus range of other research and innovation / skills interventions.</p>	<p>Clear governance arrangements and direction of travel over strategy / delivery.</p>	<p>Adopted governance arrangements (Y/N)</p> <p>Successful delivery of corridors</p> <p>This is likely to gain increased momentum throughout the financial year, and Work Programme outputs / KPI's will be established as appropriate.</p>	<p>Philip White</p>	<p>Darryl Evers</p>	<p>Anthony Hodge</p>

Supporting the Economy to Become Net Zero - Support Staffordshire's businesses to raise awareness of commercial opportunities to achieve long term sustainability and maximise their business opportunities through innovative environmental activity.

<p>The Staffordshire Business & Environment Network (SBEN) will work with businesses to raise awareness of commercial opportunities, train and provide tools to implement environmental initiatives and make necessary changes as part of their journey to net zero.</p>	<p>Deliver a low Carbon Business Evolution Programme with grants of up to £20,000 for environmental improvements</p> <p>Deliver a Carbon Literacy training service and provision of tools such as a Carbon Tracker to track and implement actions to reduce business carbon emissions.</p> <p>Practical support and provision of tools has enabled businesses to improve their environmental performance.</p> <p>SBEN membership has seen an annual increase.</p>	<p>Save 1500 tonnes of carbon through the work with businesses by the Low Carbon Business Evolution Programme</p> <p>Delivered Carbon Literacy training to 180 people and 10 organisations</p> <p>5% increase in SBEN membership</p>	<p>Philip White</p>	<p>Darryl Evers</p>	<p>Anthony Hodge</p>
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Supporting themes - Delivery of those supporting strategies and delivery plans that provide greater focus on specific issues as appropriate and will play a key role in the delivery of the overall Economic Strategy.

<p>Rural Economic Strategy</p>	<p>Delivery of the Rural Economic Strategy to take advantage of those opportunities and address any issues specific to the rural economy.</p>	<p>To be decided as part of the delivery of the Strategy</p>	<p>Philip White</p>	<p>Darryl Evers</p>	<p>Anthony Hodge</p>
<p>Visitor Economy Action Plan</p>	<p>Supporting the delivery of the Destination Management Partnerships emerging Visitor Economy Action Plan</p>	<p>To be detailed as part of the delivery of the Plan</p>	<p>Philip White</p>	<p>Darryl Evers</p>	<p>Anthony Hodge</p>
<p>Place Branding / Inward Investment</p>	<p>The We Are Staffordshire Place Branding work remains integral to the delivery of our economic growth programmes, allied to our work to support increased inward investment within the county through the Make It Stoke-on-Trent & Staffordshire service.</p>	<p>Forms part of the delivery of the KPIs related to the Economic Growth Programme, detailed above.</p>	<p>Philip White</p>	<p>Darryl Evers</p>	<p>Anthony Hodge</p>