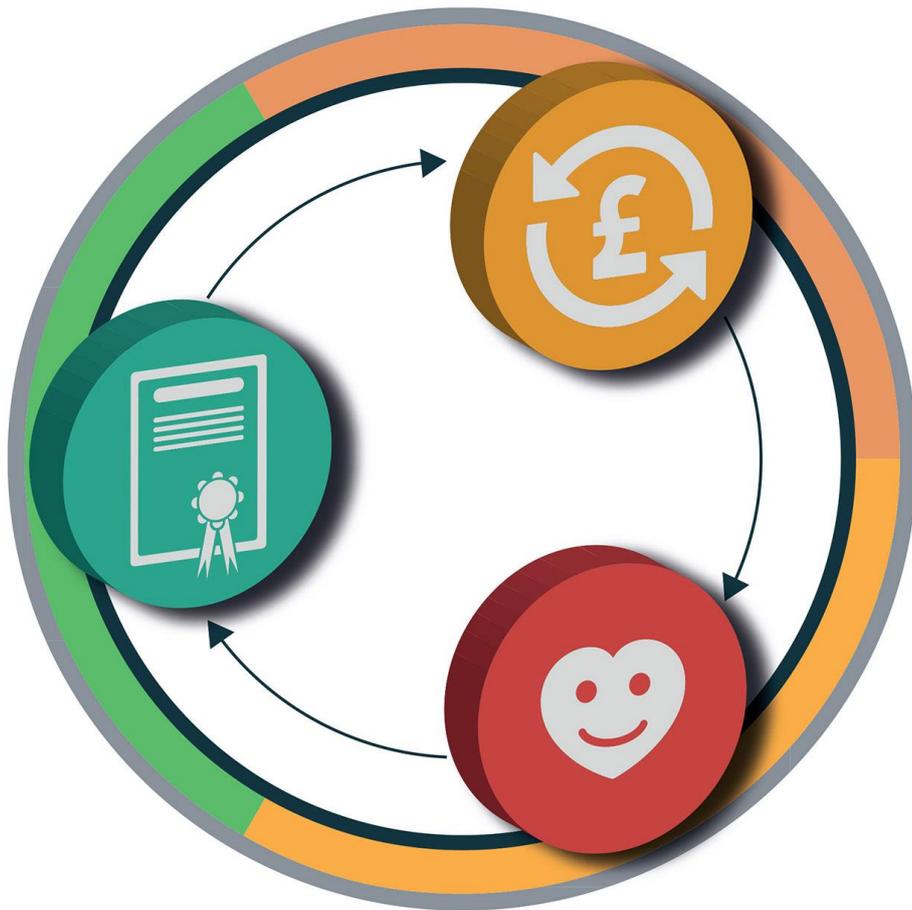




# District Deal2



## **Draft as at 9<sup>th</sup> August South Staffs Council District Deal2**

### **The District Deal2**

#### **1.0 Background**

1.1 In January 2013 South Staffordshire Council and Staffordshire County Council signed a District Deal which set out a number of local projects for South Staffordshire to support and enhance economic growth across the district. The District Deal was introduced to complement the Stoke-on-Trent & Staffordshire Local Enterprise Partnership (SSLEP) infrastructure and provide a framework to fund and deliver against local priorities. The Deal focused on 16 projects under 3 key headings which included; Economic Development; Transport and Infrastructure; and Workforce and Skills Development; and was structured in a way that would allow the District Council to progress a number of initiatives that in the past, for a multitude of reasons, may have been out of our reach.

The projects identified had a good mix of low cost, high impact initiatives and more long term inward investment programmes for strategic sites. Although delivery on operational projects was minimal, some excellent progress was made on key transport and infrastructure programmes and strategic employment sites.

The low cost, high impact projects had a mixed outcome because of the limited resource to support the ongoing delivery of such projects. That said positive outcomes were seen through: -

- An increased take up of the 'Wheels to Work' programme.
- An enhanced apprentice programme with the creation of 10 posts, all but one having gained full-time employment with the Council.
- Work Clubs accessing external funding and support from the County and other sources, which helped increase access to training and employment in and around the district. Over a 12 month period, 35 people gained employment which has increased the value of the economy by approximately £490k.
- Caddick Farm Estate forming a residents association and as a result managed to get pathways adopted and included within ongoing maintenance programmes. This demonstrated an excellent example of local ownership and the re-shaping of the local environment.

Major gains came from the larger infrastructure projects and included;

- £1m Growth Deal funding to support infrastructure costs to bring Bericote at Four Ashes forward, which should generate in excess of 1,000 jobs when complete.
- The on-going development of i54 South Staffordshire, which to date has led to the creation of 1,000 jobs (of which a third have been secured by residents living within a 5 mile radius of i54).
- A number of i54 transport related infrastructure projects.

The District Deal also proved a key influencing document particularly around areas such as rural diversification, protecting the green belt and more locally the South Staffordshire Connect Service, which is currently in the process of being re-designed.

## **2.0 The District Deal2 (DD2)**

- 2.1 South Staffordshire Council has introduced their new four year Council Plan – ‘Your Council Supporting Your Place And Your Communities’ and includes three over-arching priority areas: A Skilled and Prosperous District; A Safe and Sustainable District and; A Connected District.
- 2.2 The premise for this deal is based on a recognition that many initiatives and solutions relating to both the growth agenda and building the community asset base are best delivered at a local level.
- 2.3 The new Deal will further strengthen the strong two-tier working examples of partnership working between the two Councils. It will also be used as a tool to formalise a local devolution deal consistent with Devo Staffordshire, to share and utilise appropriate resources to deliver on agreed priorities at a district, community and individual level.

## **3.0 Exploring Devolution Priorities**

- 3.1 In October 2015 Local Authority Leaders from across the County agreed to prioritise and develop three devolution priorities for Staffordshire and Stoke – economic growth; skills and productivity; and community health.
- 3.2 District Deal2 presents an opportunity to build on the first District Deal and translate the principles of the devolution priorities into a local programme that will help support the aspirations of both Council’s by accelerating local growth and further strengthening community assets.
- 3.3 Building the devolution priorities into the new DD2 will provide a clear focus for the new agreement. It will also add value to both organisations priorities and importantly give equal status to both ‘place and people’, building on both the economic value to the district and the wider social wellbeing for our residents.
- 3.4 More importantly DD2 will help cement joint working with our partner organisations across Staffordshire in three key areas:
  - Devo Staffordshire- by focusing on public health and the wider health agenda, DD2 will lead to a greater understanding of current health related funding in the district with agreed targeted areas, with a longer term view of creating more efficiencies and improved resident outcomes.
  - Public Sector Reform – DD2 will build in the joint ‘One Public Estate’ to maximise the use and integration of public sector functions and assets, making best use of public assets, and transforming the approach as partners to the way we deliver seamless integrated customer focused services
  - Communities – DD2 presents a clear proposal, to support local Communities and individuals, to have more control to improve their own and collective wellbeing.
- 3.5 The emerging One Public Estate partnership will be a key theme/thread running through the ongoing relationship between South Staffordshire Council and the County Council reflecting not only on how together we make the best use of public assets and buildings but more importantly how we adapt of traditional ways of working to ensure that we offer the

type of service integration that will benefit residents and local businesses as well as driving further efficiencies.

## **4.0 Deal Detail**

### **4.1 Economic Growth & Skills**

4.1.1 Both Councils will continue to work together to deliver a skilled and prosperous district. We will achieve this by increasing the growth and value of our economy; increasing the number of jobs; improve skills; and create conditions for new and existing businesses to thrive.

### **4.2 Economic Growth**

4.2.1 South Staffordshire Council is a crucial partner in delivering economic growth in Staffordshire and the Black Country. The area has a strong manufacturing history strengthened further by i54 South Staffordshire and the arrival of JLR and other leading manufacturers, including Moog and International Security Printers on the site.

4.2.2 Other opportunities to attract further inward investment exist on the district's four key strategic employment sites, which supports the County's portfolio of quality employment land and increased overall productivity and wage levels. To date there has been a strong partnership approach to delivering these sites through infrastructure provision and inward investment activity - something we want to continue over the next four years.

4.2.3 Whilst inward investment will deliver increased growth and productivity existing businesses and business start-ups will also be crucial. South Staffordshire's business base is characterised by a predominance of SMEs. The Deal will ensure that future business support is aligned and is as effective as possible, through the newly established SSLEP Growth Hub (administered by the County Council) and complemented by the emerging South Staffordshire Business Hub.

4.2.4 Whilst not necessarily having the level of regeneration issues of other parts of Staffordshire, there are locally important initiatives that require a wider partnership driven solution. Through the original District Deal, both Authorities worked together with local elected members and residents to deliver improvements on the Caddick Farm Estate in Great Wyrley and more recently on the County Council owned sites in Codsall with Housing Plus. The DD2 will continue to develop this approach, particularly through the District Property Board, where there are further opportunities to assist in mutually beneficial local regeneration initiatives, for example Walsall Road, Great Wyrley.

#### **4.2.5 Links to Strategic Aims & Priorities:**

- South Staffordshire Council Plan 2016 – 2020
- South Staffordshire Efficiency and Income Plan
- Staffordshire County Council Strategic Plan 2014 -2018
- Stoke-on-Trent and Staffordshire LEP Strategic Economic Plan
- Emerging Stoke-on-Trent and Staffordshire Devolution Deal Proposal

#### 4.2.6 **Specifics:**

- Continued inward investment and infrastructure support for the district's strategic employment sites, namely i54 South Staffordshire, Bericote Four Ashes, the former ROF Featherstone site and Hilton Cross/Mercury Park.
- A focus on village regeneration schemes that will make both a financial and social return on investment, for example the Codsall/Watery Lane development.
- Completion of the Superfast Staffordshire project and consideration of how complete coverage across the district can be achieved.
- Continuing support to generate greater numbers of business start-ups through the new South Staffordshire Business Hub, whilst continuing to assist our existing businesses to thrive.
- Remain flexible on how a percentage of revenue generated from alternative investment routes is reinvested into local village regeneration schemes.
- To engage with local plan preparation to ensure new school infrastructure forms part of the infrastructure delivery plan.

#### 4.2.7 **Outcomes:**

- Creation of 3,500 private sector jobs up to 2020.
- Close the gap on the national average for weekly workplace earnings so that by 2020 South Staffordshire's workplace earnings are at least equal to the national average (stood at 92% of the England average in 2015).
- Support an additional 165 businesses start-ups per year by 2020, whilst closing the gap in the start-up rate to the national average (54 business births per 10,000 16+ population in South Staffordshire in 2014 compared to 71 in England as a whole).
- Improve the 3-year business survival rate so that South Staffordshire is within the top quartile of all district / unitary authorities in England (ranked 156 out of 326 authorities in 2014).
- Creation of 300 additional businesses (net) by 2020.
- Completion of the Superfast Staffordshire project.

### 5.0 **Skills and Productivity**

5.1 Whilst South Staffordshire is widely recognised as being a prosperous and popular area in which to live and work, the average figures often conceal a wide variation between individual wards and even within wards. Not all communities start with the same advantages and the statistics used through the locality data sets show that there are four wards exceeding the County average in terms of the indices of multiple deprivation.

5.2 Educational attainment in South Staffordshire generally exceeds the national average, again this is not the case across all wards and there are wide variations in early year's development, Key Stage 2 and Key Stage 4. Across the District 24% of the 16+ population have no qualifications and recent attainment data in one community indicates that 20% of young people have failed to achieve GCSE Grade A\*- G. There also eight wards where the percentage of individuals not in education and employment (NEETs) is above the Staffordshire average.

- 5.3 Whilst overall the level of job seeker allowance (JSA) claimants is low and has reduced considerably from the highs immediately after the recession, there are again certain wards often mirroring those with lower educational attainment, where the proportion of those on out of work benefits is considerably higher than the average.
- 5.4 It is also commonplace to hear from businesses that school leavers are ill-prepared or under skilled.
- 5.5 Coupled with our mutual ambitions for economic growth it is clear that we need to tackle the skills gap for those coming through the education system; those furthest from the jobs market; and those who need upskilling to ensure we have a well skilled workforce to meet the current and future needs of businesses.
- 5.6 The Deal is based on ensuring our residents, from future employees at school right through to our older workforce, are sufficiently skilled to meet current and future needs of existing employers and the new businesses we are seeking to attract to the District. It also contains an element of geographic targeting towards those communities where educational attainment is lower and the level of NEETs and unemployment is higher.
- 5.7 **Links to Strategic Aims & Priorities:**
- South Staffordshire Council Plan 2016 - 2020
  - Staffordshire County Council Strategic Plan 2014 -2018
  - Stoke-on-Trent and Staffordshire LEP Strategic Economic Plan
  - Potential Stoke-on-Trent and Staffordshire Devolution Deal within the context of the public sector reform agenda
- 5.8 **Specifics:**
- A focus on careers guidance and an employability service to assist those of school age into being work ready and upskilling existing residents to meet current and future skill needs.
  - Develop a single skills pathway that integrates schools, FE, HE and adult community learning to ensure our residents are well placed to take advantage of future employment opportunities.
  - A proposal to form a South Staffordshire Skills Federation, targeted at school age and engage with local businesses to ensure future education provision meets current and future skill needs.
  - Engage with the South Staffordshire Work Clubs to assist in helping those residents most in need to find work, training or volunteering opportunities.
  - Develop an integrated connectivity plan that will support access to jobs, training and volunteering for residents living in rural areas.
  - Articulate the SSLEP Education Trust Skills Strategy and SCC Achieving Excellence in Learning & Skills strategy into local actions through a South Staffordshire Delivery Plan.
- 5.9 **Outcomes:**
- By 2020 no wards in South Staffordshire will be above the Staffordshire average for those people receiving out of work benefits or NEETs.

- Reduce the percentage of the working age population (16-64) with no qualifications which currently stands at 6.7%.
- Reduce the proportion of residents claiming out-of-work benefits<sup>1</sup> (5.8% in Q4 2015) so that South Staffordshire is amongst the top quartile of district / unitary authorities (currently ranked 92 out of 326 authorities).
- Continue to exceed the national average in GCSE attainment – proportion of pupils achieving 5+ A\*-C grades including English and Maths (65.1% in South Staffordshire in 2015, compared to the national average of 64.2%).
- Increase the proportion of residents qualified to NVQ level 3+<sup>2</sup> (62.4% in 2015) and 4+<sup>3</sup> (39.4%) so that South Staffordshire is amongst the top quartile of district / unitary authorities (currently ranked 88 out of 326 authorities for level 3+ and 103 for level 4+).

## **6.0 Health and Wellbeing Priorities and Plans**

- 6.1 It is recognised that South Staffordshire Council makes a significant contribution to improving the health and wellbeing of local residents and is an important partner to the County Council, the CCG's and other local NHS services. Whether this is through direct service delivery or through its enabling and influencing role, South Staffordshire Council has a key role to play in supporting the local health economy. Both authorities recognise that by working together they can deliver a health and wellbeing programme that is community based.
- 6.2 The recent King's Fund report into District Councils contribution to Public Health recognised the key role districts play in keeping people healthy and fit through services such as economic development, planning, leisure, housing and the environment - all areas that are increasingly recognised as vital components of population health systems. The report estimated that for every £1 invested in preventative work, almost £70 is saved in future health and social care costs. There is also increasing evidence that through local delivery, strong support networks can be built, isolation can be reduced and community asset-building via volunteering can be increased. These are all important in enabling residents and communities to be more healthy and resilient.
- 6.3 The Deal will develop and formalise a truly preventative system of population health and wellbeing, which will see a shift from dependence on traditional health and social care services to enabling independence and building self-resilience.
- 6.4 This approach will need to be seamless and run from the strategic vision of the Staffordshire Health and Wellbeing Board right through to grass

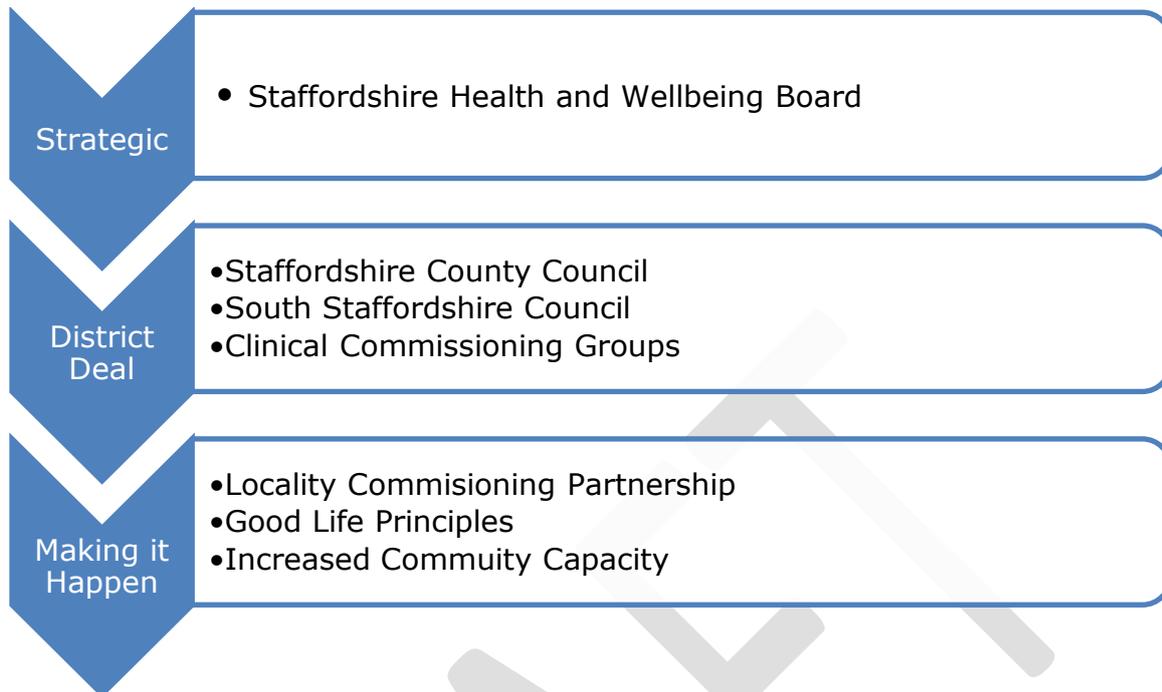
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<sup>1</sup> Key out-of-work benefits include the groups: job seekers, ESA and incapacity benefits, lone parents and others on income related benefits.

<sup>2</sup> People are counted as being qualified to level 3 or above if they have achieved at least 2 A-level passes, 4 AS levels; an Advanced GNVQ; an Access to HE qualification or an NVQ level 3 or equivalent vocational qualification (or a qualification at level 4 or above).

<sup>3</sup> People are counted as being qualified to level 4 or above if they have achieved a first or higher degree, an NVQ level 4 or 5, a recognised degree-level professional qualification; an HNC/HND or other higher-level vocational or management qualification, a teaching or nursing qualification; or a diploma in Higher Education

roots delivery of the Good Life South Staffordshire, demonstrating better utilisation of existing service provision and building upon existing community assets as articulated below.



6.5 The model acknowledges that the needs of residents will be met through collective leadership and co-design with commissioners, providers, clinicians and the public. The model also acknowledges that in order for this transformation to take place in terms of strategy and whole system planning, the delivery will be local and differentiated to the needs of residents.

Through South Staffordshire’s Life Cycle, we can identify both our local assets and deficits. This approach is supported from grass roots level, by mapping community and voluntary sector provision through the Good Life, right through to statutory and commissioned services provided by the public sector. This robust approach not only allows us to use the current picture for South Staffordshire but allows us to future proof and plan ahead.

### South Staffordshire Life Cycle



A Community Health proposal based on a targeted 'Local Area Coordination' model can be seen as a way to build social action, reform social care and health services and build stronger communities. Our ageing population, issues of rural isolation, and access to health services, are strong contributing factors to position South Staffordshire as the ideal location for this proposal.

## 6.6 The Evidence

Key characteristics of South Staffordshire's population;

- 22.1% of the population age of 65 and over, higher than both the England average of 17.3% and the Staffordshire average of 19.9%;
- around 24,000 people aged 65 and over living in the District, and that 18 of the 25 wards have higher than average dependency ratios for older people;
- around 4,700 and 15% of our population of people aged 60 plus are deemed to be living in income deprived households;
- a higher proportion than the national average of older people living on their own; and
- 7 wards which have higher proportions of households with lone pensioners.

## 6.7 Links to Strategic Aims & Priorities:

- South Staffordshire Council Plan 2016-2020
- South Staffordshire Council's Efficiency and Income Plan
- Staffordshire's Health and Social Care Case for Change
- Staffordshire's Health and Wellbeing Plan
- NHS Five Year Forward View
- Care act 2014
- Marmot (2010) – the importance of the wider determinants of health inequalities
- Wanless (2002) – the necessity of a fully engaged population empowered to care about their own health and wellbeing

## 6.8 Specifics:

The two authorities, in collaboration with other partners will work together with the aim of shifting from dependence on traditional services to and enabling self-resilience and building community capacity

- Ensuring the core functions of District Council delivery such as planning, licensing and business, support an environment that is conducive to better health.
- Identifying and building community assets especially in those areas where health is poorest.
- Working in collaboration with local NHS to support the development of new models of integrated services – including the use of data from multiple agencies to risk stratify the population and identify those individuals, households and communities most at risk.
- Redesigning the pathway for Disabled facility Grants.
- Supporting the development of new models of buildings based long term care by identifying suitable land, supporting the business case and facilitating development of sites.

## 6.9 Outcomes:

- Joint working between appropriate agencies on initiatives aimed at reducing the number of South Staffordshire Residents being admitted to hospital due to falls.
- Collaborative working focused on reducing non-elective admissions in South Staffordshire.
- Developing integrated partnership operating models at a local level within agreed target areas.
- Joint working with health partners to develop working practices that support their aspirations regarding the provision of outreach health and care services being delivered at a local level.
- Improve personal health outcomes for 600 residents by 2020 in three of the most deprived wards in South Staffordshire.
- Volunteering target to increase community assets.
- Working with voluntary sector partners to agree a local delivery plan to develop social action that will reduce demand on services.

## 7.0 Ongoing Commitments

7.1 Over and above the specific projects and programmes that will be jointly developed and delivered as part of the DD2, the South Staffordshire Council will continue to commit to the following areas:

- Continued engagement in the business rates pool.
- Continued engagement in Enterprise Zones.
- Continued engagement in the Stoke-on-Trent and Staffordshire Local Enterprise Partnership.
- Flexibility on the use of business rates to fund new infrastructure sites.
- Continued engagement in the Staffordshire Health and Wellbeing Board.

7.2 The County Council will continue to support the following areas:

- South Staffordshire's local plan and its ambitions to deliver appropriate levels of future housing, employment and infrastructure development whilst maintaining the five purposes of the greenbelt set out in the National Planning Policy Framework.
- Variations on funding models to maximise future investment opportunities and safeguard district services.
- Continue to recognise South Staffordshire Goodlife as the delivery arm of the partnership operating model.
- The development of a locality based joint health and wellbeing strategy for South Staffordshire.
- Recognise that the South Staffordshire Connect service is presently an integral element of connectivity within South Staffordshire and further reviews of the services as part of the County Councils approach to subsidised transport within South Staffordshire will be undertaken in partnership.
- Work with South Staffordshire Council and the wider South Staffordshire Partnership on the redesign of County run services that will impact on residents and business across South Staffordshire.