



Staffordshire Leaders Board

Thursday 23 June 2022,
11:00am - 12:00pm,
Oak Room, County Buildings, Stafford

A G E N D A

1. **Apologies**

2. **Declarations of Interest**

3. **Chairman's update**

Alan White, Leader of Staffordshire County Council.

4. **Establishment of Leaders Board**

(Pages 1 - 14)

Alan White, Leader of Staffordshire County Council.

5. **Leaders Board Priorities**

(Pages 15 - 18)

Alan White, Leader of Staffordshire County Council.

6. **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 Part 1 of Schedule 12A (as amended) of the Local Government Act 1972 indicated below".



Membership

George Allen
Patrick Farrington
Roger Lees
Olivia Lyons
Jeremy Oates

Doug Pullen
Paul Roberts
Simon Tagg
Alan White

Notes for Members of the Press and Public

Filming of Meetings

Staffordshire County Council is defined as a Data Controller under the Data Protection Act 2018. The County Council has agreed that Public meetings should be the subject of live web transmission 'webcasting'. Fixed cameras are located within meeting room for this purpose.

The webcast will be live on the County Council's website and recorded for subsequent play-back for 12 months. The recording will also be uploaded to YouTube. By entering the meeting room and using the seats around the meeting tables you are deemed to be consenting to being filmed and to the possible use of those images and sound recordings for the purpose of webcasting.

If you have privacy concerns about the webcast or do not wish to have your image captured then please contact the Member and Democratic Services officer named at the top right of the agenda.

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.



Staffordshire Leaders Board

Establishment of the Staffordshire Leaders Board

23 June 2022

Recommendations to the Staffordshire Leaders Board

That the Leaders Board agree the necessary decisions, set out at paragraph 3, to formally establish the Board:

- a) Formally confirm that Staffordshire County Council will act as host authority for the Board, and will provide the S151 Officer, Monitoring Officer and Legal Adviser to the Board
- b) Agree which member of the Leaders Board will be the Vice Chair for 2022/23
- c) Confirm that an updated version of the Terms of Reference for the Board will be taken to each parent authority's Cabinet meeting to facilitate the Board's preferred meeting frequency

Background

1. At a meeting of the Leaders and Chief Executives of the County, District and Borough Councils in Staffordshire on the 2nd December 2021, the Leaders discussed the strength of the relationship between the nine local authorities and the joint working that was already taking place. The meeting also considered the opportunities that existed to take this work forward by further joint working, and how this might be further enhanced with the support of a devolution deal ("County Deal") from Government providing additional powers and funding.
2. All nine local authorities have since gained agreement from their respective Cabinets to the establishment of, and participation in, the Staffordshire Leaders Board ('the Board'), including selection of their principal member attendees. The Terms of Reference attached as Appendix 1 have been agreed by all constituent members as part of this.



3. Per these Terms of Reference, at the Board's first formal meeting of the Board, members need to agree several aspects of how the Board will operate:
 - 3.1 Which constituent authority will act as host authority
 - 3.2 Which constituent authority's principal member will be the Vice Chair of the Leaders Board
 - 3.3 Which constituent authority will provide the S151 Officer to the Leaders Board
 - 3.4 Which constituent authority will provide the Monitoring Officer and Legal Adviser to the Leaders Board

Host Authority

4. It is proposed that Staffordshire County Council act as Host Authority, provide the S151 Officer, and provide the Monitoring Officer and Legal Adviser to the Board.

Chair and Vice Chair of the Leaders Board

5. As per the Terms of Reference, the principal member of Staffordshire County Council is the Chair of the Leaders Board. This will in future years be subject to an annual vote, after all the constituent authorities' annual meetings, as to whether this should continue, or whether the Chair should be the principal member of one of the other constituent authorities.
6. Also per the Terms of Reference, the position of Vice Chair shall be filled by the principal member of one of the other constituent authorities of the Leaders Board and this role will rotate annually between those other constituent authorities.

Meeting frequency and format

7. It is recommended that meetings of the Leaders Board will be held every 2 months, with every second meeting held formally to ensure transparency and openness in decision-making. Formal meetings will be webcast to the public.
8. Additionally, and subject to recommendation (c), members of the Leaders Board are asked to seek agreement from their parent authority to an updated version of the Terms of Reference at a suitable time. This will reflect a change which needs to be made in order to reflect the Board's preferred rhythm for meetings as set out in paragraph 7.



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APPENDIX 1

The Staffordshire Leaders' Board

Constitution for the Joint Committee

1. Purpose

- 1.1 To establish a Joint Committee of the local authorities in Staffordshire to explore opportunities for improved joint working and to develop and implement plans for devolution from Government through a County Deal.

2. Governance

- 2.1 The Joint Committee will act as a Joint Committee under Section 9EB of the Local Government Act 2000 and pursuant to Regulation 11 of the Local Authorities (Arrangement for the Discharge of Functions) (England) Regulations 2012.
- 2.2 The Joint Committee will be known as the Staffordshire Leaders' Board ("the Leaders' Board").
- 2.3 The Leaders' Board will comprise the local authorities within the Staffordshire area: Cannock Chase District Council, East Staffordshire Borough Council, Lichfield District Council, Newcastle-under-Lyme Borough Council, South Staffordshire District Council, Stafford Borough Council, Staffordshire County Council, Staffordshire Moorlands District Council, and Tamworth Borough Council ("the constituent authorities").
- 2.4 The Leaders' Board may admit Stoke-on-Trent City Council to membership at a later date and therefrom they will become a constituent authority with all the same rights and obligations as the other constituent authorities.
- 2.5 Political Proportionality rules will not apply to the Leaders' Board as constituted.
- 2.6 The Leaders' Board will be a legally constituted body with powers delegated to it by the constituent authorities in the following areas:
 - a) to prioritise and make decisions on the use of the funding that the Leaders' Board may influence or control.



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- b) to review future governance requirements and delivery arrangements and how these can be best achieved in Staffordshire.
 - c) to have direct oversight of the projects and initiatives which the Leaders' Board has initiated or over which it has influence or control of the funding.
 - d) to have strategic oversight of other key projects and initiatives within its remit as set out herein.
- 2.7 The Leaders' Board will not hold funds or monies on behalf of the constituent authorities.
- 2.8 Should the Leaders' Board work plan necessitate a change in the delegated powers and terms of reference of the Leaders' Board any such change would require the approval of all the constituent authorities.
- 2.9 These terms of reference will be reviewed on a biennial basis or sooner if necessary.

3. Remit

- 3.1 The remit of the Leaders' Board will be:
- i. To lead and oversee the development of a county devolution deal for Staffordshire with HM Government.
 - ii. To lead and oversee the alignment of relevant local authority action on Climate Change, Waste and Sustainability.
 - iii. To lead and oversee the alignment of relevant local authority plans for Enterprise and Government Funding and Investment streams.
 - iv. To lead and oversee the alignment of local authority interaction with the Health sector in Staffordshire.
 - v. To lead and oversee the alignment of relevant local authority plans for future Infrastructure.
 - vi. To lead and oversee the alignment of relevant local authority plans in relation to Housing and Homelessness.
 - vii. To initiate, lead and oversee Staffordshire-wide joint initiatives to enhance local government efficiency and effectiveness.



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- viii. To act as a local public sector decision-making body for strategic economic growth.
- ix. To act as a conduit to other sub-regional and regional bodies such as the Local Enterprise Partnerships and the Midlands Engine.
- x. Where appropriate, to agree shared priorities and bids for funding to existing and new funding sources such as Local Growth Funds and the Shared Prosperity Fund.
- xi. To monitor and evaluate projects and programmes of activity commissioned directly by the Committee.
- xii. To communicate and, where unanimously agreed, to align activity across Staffordshire on a range of other key public priorities that affect citizens.
- xiii. To prioritise and make decisions on the use of the funding that the Committee may influence or control.

4. Membership

- 4.1 One member from each constituent authority (such member to be the Leader from each constituent authority) and for the purposes of these terms of reference this member will be known as the principal member.
- 4.2 Each constituent authority to have a named substitute member who must be an executive member.
- 4.3 Where both the principal member and the substitute member attend a meeting of the Leaders' Board the principal member shall be deemed as representing their authority by the Chair or Vice Chair.
- 4.4 In the event of any voting member of the Leaders' Board ceasing to be a member of the constituent authority which appointed him/her, the relevant constituent authority shall as soon as reasonably practicable appoint another voting member in their place.
- 4.5 Where a member of the Leaders' Board ceases to be a Leader of the constituent authority which appointed him/her or ceases to be a member of the Executive of the constituent authority which appointed him/her, he/she shall also cease to be a member of the Leaders' Board and the relevant constituent authority shall as soon



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as reasonably practicable appoint another voting member in their place.

- 4.6 Each constituent authority may remove its principal member or substitute member and appoint a different member or substitute as per that authority's rules of substitution, and by providing twenty-four hours' notice to the Chair or the Secretary.
- 4.7 The Leaders' Board may from time to time, following a unanimous vote of those present and voting, co-opt additional non-voting members ("co-opted members") at its discretion but such co-opted members will not be members or officers of the constituent authorities.
- 4.8 Each constituent authority may individually terminate its membership of the Leaders' Board by giving twelve months written notice of its intent to leave the Leaders' Board to the Chair or the Secretary. At the end of these twelve months, but not before, the authority will be deemed to no longer be a member of the Leaders' Board.
- 4.9 Where an authority has previously terminated its membership of the Leaders' Board it may rejoin the Leaders' Board with immediate effect on the same terms as existed prior to its departure.

5. Quorum

- 5.1 The quorum shall be 5 members. No business will be transacted at a meeting unless a quorum exists at the beginning of a meeting. If at the beginning of any meeting, the Chair or Secretary after counting the members present declares that a quorum is not present, the meeting shall stand adjourned.

6. Chair and Vice Chair

- 6.1 The Chair of the Leaders' Board will be the principal member of Staffordshire County Council (subject to para 6.2 below)
- 6.2 The Leaders' Board will vote annually at its first meeting after all the constituent authorities' annual meetings as to whether the Chair should continue to be the principal member of the County Council or should be the principal member of one of the other constituent authorities.



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- 6.3 The position of Vice Chair shall be filled by the principal member of one of the other constituent authorities of the Leaders' Board and this role will rotate annually between those other constituent authorities.
- 6.4 The Chair or in their absence the Vice Chair or in their absence the member of the Leaders' Board elected for this purpose, shall preside at any meeting of the Leaders' Board.
- 6.5 Appointments will be made in May of each year.
- 6.6 Where, at any meeting or part of a meeting of the Leaders' Board both the Chair and Vice Chair are either absent or unable to act as Chair or Vice Chair, the Leaders' Board shall elect one of the members of the Leaders' Board present at the meeting to preside for the balance of that meeting or part of the meeting, as appropriate. For the avoidance of doubt, the role of Chair and Vice Chair vests in the principal member concerned and in their absence the role of Chair or Vice Chair will not automatically fall to the relevant constituent authority's substitute member.

7. Voting

- 7.1 One member, one vote for each constituent authority.
- 7.2 All questions shall be decided by a majority of the votes of the members present, the Chair having the casting vote in addition to their vote as a member of the Committee. Voting at meetings shall be by show of hands.
- 7.3 On the requisition of any two Members, made before the vote is taken, the voting on any matter shall be recorded by the Secretary so as to show how each Member voted and there shall also be recorded the name of any Member present who abstained from voting.

8. Sub-Committees and Advisory Groups

- 8.1 The Leaders' Board may appoint sub-committees from its membership as required to enable it to execute its responsibilities effectively and may delegate tasks and powers to the sub-committee as it sees fit.
- 8.2 The Leaders' Board may set up advisory groups as required to enable it to execute its responsibilities effectively and may delegate



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tasks as it sees fit to these bodies, which may be formed of officers or members of the constituent authorities or such third parties as the Leaders' Board considers appropriate.

9. Hosting and Administration

- 9.1 The Leaders' Board will at their first meeting decide which of the constituent authorities will be the host authority, and the Head of Democratic Services (or equivalent post) from that authority shall be Secretary to the Committee ("the Secretary").
- 9.2 The Leaders' Board will at their first meeting decide which of the constituent authorities will provide the s151 Officer role
- 9.3 The Leaders' Board will at their first meeting decide which of the constituent authorities will provide the Monitoring Officer & Legal Adviser to the Leaders' Board.
- 9.4 The administrative costs of supporting the committee will be met equally by the constituent authorities, with each authority being responsible for receiving and paying any travel or subsistence claims from its own members.
- 9.5 The functions of the Secretary shall be:
 - a) to maintain a record of membership of the Leaders' Board and any sub-committees or advisory groups appointed
 - b) to publish and notify the proper officers of each constituent authority of any anticipated "key decisions" to be taken by the Leaders' Board to enable the requirements as to formal notice of key decisions as given under the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 to be met;
 - c) to carry out such notification to and consultation with members of any appointing constituent authority as may be necessary to enable the Leaders' Board to take urgent "key decisions" in accordance with the requirements of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012;
 - d) to summon meetings of the Leaders' Board or any sub-committees or advisory groups;



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- e) to prepare and send out the agenda for meetings of the Leaders' Board or any sub-committees or advisory groups; in consultation with the Chair and the Vice Chair of the Committee (or sub-committee/ advisory group);
- f) to keep a record of the proceedings of the Leaders' Board or any sub-committees or advisory groups, including those in attendance, declarations of interests, and to publish the minutes;
- g) to take such administrative action as may be necessary to give effect to decisions of the Leaders' Board or any sub-committees or advisory groups;
- h) to perform such other functions as may be determined by the Leaders' Board from time to time

10. Meetings

- 10.1 The Leaders' Board will meet no less than quarterly and meetings will be aligned where necessary with deadlines for decisions on resources and investment plans.
- 10.2 Meetings will be held at such times, dates and places as may be notified to the members of the Leaders' Board by the Secretary, being such time, place and location as the Leaders' Board shall from time to time resolve.
- 10.3 Meeting papers will be circulated five clear working days in advance of any meeting. The Chair may choose to accept or reject urgent items that are tabled at any meeting.
- 10.4 Additional ad hoc meetings may be called by the Secretary, in consultation, where practicable, with the Chair and Vice Chair of the Committee, in response to receipt of a request in writing, which request sets out an urgent item of business within the functions of the Leaders' Board, addressed to the Secretary:
 - (a) from and signed by two members of the Leaders' Board, or
 - (b) from the Chief Executive of any of the constituent authorities.
- 10.5 The Secretary shall settle the agenda for any meeting of the Leaders' Board after consulting, where practicable, the Chair or in their absence the Vice Chair; and shall incorporate in the agenda any items of business and any reports submitted by:



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- (a) the Chief Executive of any of the constituent authorities;
- (b) the Chief Finance Officer to any of the constituent authorities;
- (c) the Monitoring Officer to any of the constituent authorities; or
- (d) any two Members of the Leaders' Board.

10.6 The Leaders' Board shall, unless the person presiding at the meeting or the Leaders' Board determines otherwise in respect of that meeting, conduct its business in accordance with the procedure rules set out in paragraph 13 below.

11. Access to Information

- 11.1 Meetings of the Leaders' Board will be held in public except where confidential or exempt information, as defined in the Local Government Act 1972, is being discussed.
- 11.2 These rules do not affect any more specific rights to information contained elsewhere under the law.
- 11.3 The Secretary will ensure that the relevant legislation relating to access to information is complied with. Each constituent authority is to co-operate with the Secretary in fulfilling any requirements.
- 11.4 Any Freedom of Information or Subject Access Requests received by the Leaders' Board should be directed to the relevant constituent authority(s) for that authority to deal with in the usual way, taking account of the relevant legislation. Where the request relates to information held by two or more constituent authorities, they will liaise with each other before replying to the request.

12. Attendance at meetings

- 12.1 The Chair may invite any person, whether a member or officer of one of the constituent authorities or a third party, to attend the meeting and speak on any matter before the Leaders' Board.
- 12.2 Third parties may be invited to attend the Leaders' Board on a standing basis following a unanimous vote of those present and voting.
- 12.3 Where agenda items require independent experts or speakers, the Officer or authority proposing the agenda item should indicate this to the Secretary and provide the Secretary with details of who is



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required to attend and in what capacity. The participation of independent experts or speakers in Leaders' Board meetings will be subject to the discretion of the Chair.

13. Procedure Rules

13.1 Attendance

13.1.1 At every meeting, it shall be the responsibility of each member to enter their name on an attendance record provided by the Secretary from which attendance at the meeting will be recorded.

13.2 Order of Business

- 13.2.1 Subject to paragraph 13.2.2, the order of business at each meeting of the Leaders' Board will be:
- i. Apologies for absence
 - ii. Declarations of interests
 - iii. Approve as a correct record and sign the minutes of the last meeting
 - iv. Matters set out in the agenda for the meeting which will clearly indicate which are key decisions and which are not
 - v. Matters on the agenda for the meeting which, in the opinion of the Secretary are likely to be considered in the absence of the press and public
- 13.2.2 The person presiding at the meeting may vary the order of business at the meeting.

13.3 Disclosable Pecuniary Interests

- 13.3.1 If a Member is aware that he/she has a disclosable pecuniary interest in any matter to be considered at the meeting, the Member must withdraw from the room where the meeting considering the business is being held:
- (a) in the case where paragraph 13.3.2 below applies, immediately after making representations, answering questions or giving evidence;
 - (b) in any other case, wherever it becomes apparent that the business is being considered at that meeting;



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(c) unless the Member has obtained a dispensation from their own authority's Standards Committee or Monitoring Officer. Such dispensation to be notified to the Secretary prior to the commencement of the meeting.

- 13.3.2 Where a member has a disclosable pecuniary interest in any business of the Leaders' Board, the Member may attend the meeting (or a sub-committee or advisory group of the committee) but only for the purpose of making representations, answering questions or giving evidence relating to the business, provided that the public are also allowed to attend the meeting for the same purpose, whether under a statutory right or otherwise.

13.4 Minutes

- 13.4.1 There will be no discussion or motion made in respect of the minutes other than except as to their accuracy. If no such question is raised or if it is raised then as soon as it has been disposed of, the Chair shall sign the minutes.

13.5 Rules of Debate

- 13.5.1 A Member wishing to speak shall address the Chair and direct their comments to the question being discussed. The Chair shall decide the order in which to take representations from members wishing to speak and shall decide all questions of order. Their ruling upon all such questions or upon matters arising in debate shall be final and shall not be open to discussion.
- 13.5.2 A motion or amendment shall not be discussed unless it has been proposed and seconded. When a motion is under debate no other motion shall be moved except the following:
- i. To amend the motion
 - ii. To adjourn the meeting
 - iii. To adjourn the debate or consideration of the item
 - iv. To proceed to the next business
 - v. That the question now be put
 - vi. That a member be not further heard or do leave the meeting
 - vii. To exclude the press and public under Section 100A of the Local Government Act 1972



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13.6 Conduct of Members

13.6.1 Members of the Leaders' Board will be subject to their own authority's Code of Conduct.

14. Application to Sub-Committees

14.1 The procedure rules and also the Access to Information provisions set out at paragraph 11 shall apply to meetings of any sub-committees of the Leaders' Board.

15. Scrutiny of decisions

15.1 Each constituent authority which operates executive arrangements will be able to scrutinise the decisions of the Leaders' Board in accordance with that constituent authority's overview and scrutiny arrangements.

16. Winding up of the Leaders' Board

16.1 The Leaders' Board may be wound up immediately by a unanimous vote of all constituent authorities.

17. Amendment of this Constitution

17.1 This Constitution can only be amended by resolution of each of the constituent authorities.



Staffordshire Leaders Board

Leaders Board Priorities

23 June 2022

Recommendations to the Staffordshire Leaders Board

That the Leaders Board agree:

- (a) the priorities for 2022/23 set out at paragraph 4
- (b) the approach for the year set out throughout this paper

Background

1. Local authorities in Staffordshire have a history full of successful joint work, and we are clear that taking this further holds huge benefit for the county. The formal establishment of the Staffordshire Leaders Board marks the next milestone in further strengthening two-tier work between the county council and the eight district and borough councils within the Staffordshire area. It provides a forum to set a jointly-agreed strategic direction for Staffordshire on agreed priorities, and oversee the delivery of how we get there.
2. This paper outlines the proposed priorities for the Leaders Board in 2022/23. These priorities will form the basis of the agendas for future Leaders Board meetings, though do not in any way limit the scope of joint working in Staffordshire. The Leaders Board will identify named leads for delivery of specific projects and initiatives against each of the priorities.

Priorities for 2022/23

3. The Leaders Board is committed to working together on what matters most to the people of Staffordshire, and on areas where there is real opportunity for innovation and greater collaboration across Staffordshire. As such, the Chief Executives and Leaders of the nine councils have identified six draft areas of focus for 2022/23. The role of the Staffordshire Leaders Board will be to progress these, by nominating leads to take forward specific programmes of work and by maintaining oversight of delivery through the year.



4. These six areas of focus are identified as important to all nine local authorities and key to unlocking some of Staffordshire's most important current and future challenges:
 - a. Climate Change
 - b. Economic Development across the county
 - c. A 'Single Front Door' for Staffordshire residents who need to contact their councils
 - d. Addressing health inequalities across Staffordshire
 - e. A joint approach to Waste and Sustainability
 - f. Devolution and a County Deal

Further detail on each priority is outlined in the following paragraphs.

5. Climate Change is one of the greatest challenges facing us, and it can only be addressed through committed joint working over the long term. Each council in Staffordshire has already declared a Climate Emergency and the Staffordshire Sustainability Board has been established to work collectively on ensuring that Staffordshire councils are net carbon zero by 2050 or before. The Leaders Board will oversee and champion the work of the Sustainability Board and drive this crucial agenda, which in 2022/23 will include a focus on what is possible within each council's boundaries. A set of initial commitments includes full data analysis of the starting point, a detailed countywide communications plan, Carbon Literacy Training and Awareness for all members and senior leaders, a programme of member ambassadors, energy reduction plans for each area by January 2023, and having a plan in place by 2025 for all councils to aim to move to low carbon fuels for their fleet vehicles by 2030.
6. Staffordshire's local authorities have a long history of successful partnership around economic development and attracting inward investment to the county, for example the ongoing successes of i54 South Staffordshire and Redhill Business Park, and the successful delivery of the 'Staffordshire Means Back to Business' support through the Covid-19 pandemic. The Leaders Board will take this partnership working further by developing and overseeing the delivery of a shared vision and strategy for Staffordshire's economy and workforce. It will collaboratively oversee bids to key funding streams, for example Levelling Up Fund bids being prepared at present, and consider joint bids where appropriate to enable the delivery of growth projects. The Leaders Board will have a key strategic leadership role in ensuring the conditions for growth exist across Staffordshire, and that the right infrastructure is in the right places.



7. When Staffordshire residents need to interact with councils, or need help and support, it can often be difficult to know where to go or who is the right organisation to approach. As a two-tier area we have already made huge progress on this issue including the MyStaffs App which provides a single front door into each council's website. The Leaders Board will oversee development of a vision for how we collectively take this even further in Staffordshire, looking at all existing channels, including our websites and telephony. A more joined-up approach will also allow us to respond better to the needs of residents and offer opportunities for early intervention to improve outcomes.

8. While Staffordshire is a relatively healthy place to live, there are challenges. We need to improve healthy life expectancy, reduce health inequalities, and reduce activity in hospital services. Increases in life expectancy have slowed, and the number of years people spend living with illness is increasing. These issues are not evenly distributed across the county, but are more concentrated among certain groups in society, and this inequality is increasing and has been further highlighted during the Covid-19 pandemic. It is well known that a wide range of factors (such as education, employment, and housing) drive good health, and the events of recent months have shown how everyone has a role to play in creating the conditions that enable people to be healthy. Therefore, one of the key objectives of the new Health and Well-being strategy is to consider health and wellbeing as 'everyone's business' and aim for its integration into all that we do. This includes preventing illness, but also wider benefits, such as improved mental wellbeing, less reliance on specialist services, improved educational achievements, reduced isolation and loss of independence, safeguarding risks and crime.

9. Joint working on waste management is nothing new in Staffordshire, and we already have a developed local partnership. All local authorities in Staffordshire are part of the Staffordshire Waste Partnership, a collaborative approach to waste management issues, and the Joint Waste Management Board encourages and supports joint work within this framework. The Joint Waste Management Board holds responsibility for development and overseeing the implementation of a Joint Municipal Waste Management Strategy for all members, and works practically on the joint procurement of large contracts, such as around how household waste is collected and recycled. In recognition of the fact that reducing waste is also hugely important to sustainability and climate change, the Joint Waste Management Board works collaboratively with the Sustainability Board on cross-cutting issues. By 2025 there will be a countywide waste strategy that all authorities will work to, covering all aspects of the countywide waste operation.



10. Central Government's recent Levelling Up White Paper included a commitment to offer all parts of England a devolution deal by 2030. Devolution offers the opportunity for more powers and funding to move even further and faster with our ambitions for Staffordshire. The Leaders Board will closely monitor the progress of the first cohort of County Deals which are currently in progress, and initiate work to move this forward for Staffordshire at the right time. Staffordshire and the Leaders Board will in the meantime press forward with all the aspects set out in this paper without need for delay, and will continue to take any opportunity to engage with Central Government on what matters most to us.
11. The Staffordshire Leaders Board will form the key overview structure for these priorities, as the different streams of work begin to take shape and the specific projects underneath them move forward. With named leads for the Board driving these specific elements forward, progress will be regularly discussed.
12. This set of key focuses is based on jointly addressing some of the biggest issue faced in Staffordshire in 2022/23. Over time these focuses may change in the face of emerging circumstances, and they will be regularly reviewed to ensure joint working and overview in the county is as effective as it can be.