

Cabinet

Wednesday, 19 February 2020
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
11 February 2020

A G E N D A

1. **Apologies**
2. **Declarations of Interest in accordance with Standing Order 16**
3. **Decision notice of the meeting held on 29 January 2020** (Pages 1 - 4)
4. **Leader's Update**

Oral report of the Leader of the Council
5. **Minutes of the meeting of the Property Sub-Committee held on 5 February 2020** (Pages 5 - 8)
6. **Award of the Contract for Waste Transfer Station Facilities and Associated Services for East Staffordshire (REF IA1766)** (Pages 9 - 16)

Cabinet Member for Commercial
7. **Award of the Provision and Installation of PVC-u Windows, Aluminium Doors and Ancillary Work - Non-Domestic Framework Agreement (REF IA1834)** (Pages 17 - 26)

Cabinet Member for Commercial
8. **Award of the Planned and Reactive Maintenance and Minor Works Framework Agreement (REF IA1750)** (Pages 27 - 34)

Cabinet Member for Commercial
9. **Award of the Furniture Framework Agreement (REF IA1774)** (Pages 35 - 44)

Cabinet Member for Commercial

10. **Award Approval for the Dynamic Purchasing System for the Provision of Local Service Transport within Staffordshire** (Pages 45 - 48)
Cabinet Member for Highways and Transport
11. **Future Model of Carers Services** (Pages 49 - 84)
Deputy Leader and Cabinet Member for Health, Care and Wellbeing and Cabinet Member for Children and Young People.
12. **Staffordshire Library Service 2020-2025** (Pages 85 - 116)
Cabinet Member for Communities
13. **HS2 - Trent Sow Parklands and Cannock Chase AONB Design and Environmental Enhancement Plan** (Pages 117 - 166)
Cabinet Member for Economic Growth
14. **Integrated Performance Report 2019/20 - Quarter 3** (Pages 167 - 194)
Leader of the Council and Cabinet Member for Finance
15. **Decisions taken by Cabinet Members under Delegated Powers** (Pages 195 - 196)
16. **Forward Plan of Key Decisions** (Pages 197 - 204)
17. **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 Local Government Act 1972 indicated below”.

PART TWO

(All reports in this section are exempt)

18. **Greenwood House, Burntwood** (Pages 205 - 220)
(Exemption paragraph 3)
Cabinet Member for Commercial

Membership

Philip Atkins, OBE (Chairman)	Mike Sutherland
Mark Winnington	Philip White
Alan White	Gill Burnett
Mark Deaville	Bryan Jones
Gill Heath	Jonathan Price
Mark Sutton	Conor Wileman
Helen Fisher	Charlotte Atkins

Note for Members of the Press and Public

Filming of Meetings

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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.

DECISION NOTICE

Cabinet meeting - 29 January 2020

Present: Philip Atkins, OBE (Chairman), Mark Deaville, Helen Fisher, Gill Heath, Mike Sutherland, Mark Sutton, Alan White, Philip White and Mark Winnington.

Cabinet Support Members in attendance - Gill Burnett, Bryan Jones and Jonathan Price.

Also in attendance – Charlotte Atkins and David Williams

PART ONE

91. Decision notice of the meetings held on 8 and 15 January 2020

Decision – That the notes of the meetings held on 8 and 15 January 2020 be approved.

92. Strategic Plan and Medium Term Financial Strategy 2020 - 2025



“The county council is entering 2020 in good shape – despite the huge challenges everyone in local government continues to face. We are leaner, working smarter and are more focused than ever on doing whatever it takes to make the lives of people in Staffordshire happier, healthier and more rewarding.

In 2020/2021 we have sent out a plan which will allow us to protect increasing numbers of people eligible for care, but still invest in growing our economy and increasing opportunities for Staffordshire families.

The Prime Minister has said he wants to do more for the North and for the Midlands and, together with our MPs, we will continue to lobby to make this happen and also to press for a long-term solution to key areas such as funding of care.”

Philip Atkins, Leader of the Council



“We have faced unprecedented financial challenges, but our proactive approach has helped ensure we are on track to reduce costs by £62m in our five-year plan to 2024.

The pressures on funding care, not only remain but are increasing year on year, something which is just unsustainable. That’s why it is hugely important that in terms of national funding for care, for children with special educational needs and for our declining roads – that 2020 is the year that we find a national solution.”

Reasons for the Decision – To consider the Medium Term Financial Strategy (MTFS) for the period 2020-2025 and the draft budget for 2020/21.

Decision – (a) That in respect of the Strategic Plan:

- (i) The progress made regarding the update of the Strategic Plan 2018- 2022 be noted and it be referred to the County Council for approval on 13th February 2020;
- (ii) The Leader of the Council and Chief Executive be authorised to finalise the details of the Strategic Plan 2020/21 prior to final publication to ensure that it reflects any changes to the management and accountability structures of the County Council as part of the organisation’s transformation;

(b) That, in respect of the Medium Term Financial Strategy (MTFS) 2020-25 and the 2020/21 revenue budget:

- (i) The updates to the financial plans as set out in this report be noted;
- (ii) The comments of the County Treasurer on the adequacy of reserves and robustness of the budget be noted and that the County Council be asked to take note of these comments when considering the budget and council tax;
- (iii) The comments and recommendations of the Corporate Review Committee, together with the Cabinet’s response thereto, be noted;
- (iv) It be recommended to the County Council on 13th February 2020 that they consider and approve the following:
 - a net revenue budget of £479.595m for 2020/21;
 - planning forecasts for 2021/22 to 2024/25 as set out in Appendix 12 to the report;
 - a contingency provision of £4.000m for 2020/21;
 - a net contribution to reserves and general balances of £14.671m for 2020/21;
 - a budget requirement of £494.266m for 2020/21;
 - a council tax requirement of £370.977m for 2020/21;
 - a council tax at Band D of £1,295.95 for 2020/21 which is an increase of 3.99% when compared with 2019/20;
 - this results in council tax for each category of dwelling as set out in the table below:

Category of dwelling	Council Tax rate £
Band A	863.97
Band B	1,007.96
Band C	1,151.96
Band D	1,295.95
Band E	1,583.94
Band F	1,871.93
Band G	2,159.92
Band H	2,591.90

- that the County Treasurer be authorised to sign precept notices on the billing authorities respectively liable for the total precept payable and that each notice states the total precept payable and the council tax in relation to each category of dwelling as calculated in accordance with statutory requirements;
 - the Financial Health Indicators set out in Appendix 11 to the report;
- (v) It be recommended to the County Council on 13th February 2020 that they consider and approve the following recommendations which are included within the Capital and Minimum Revenue Provision Strategy 2020/21, the Treasury Management Strategy 2020/21 and the Commercial Investment Strategy 2020/21 (as set out in Appendices 10a to 10c to the report):
- Approve the Minimum Revenue Policy for 2020/21 as contained within the Capital and Minimum Revenue Provision Strategy 2020/21 in Appendix 10a to the report;
 - Approve the Prudential Indicators as set out within the Capital and Minimum Revenue Provision Strategy 2020/21 at Appendix 10a to the report;
 - Approve the 2020/21 Treasury Management Strategy, based on the 2017 CIPFA Codes (Prudential Code and Treasury Management Code), and 2018 MHCLG Guidance (on Local Government Investments and on Minimum Revenue Provision);
 - Adopt the Annual Investment Strategy (AIS) 2020/21 detailed in paragraphs 66 to 114 and Annex A and Annex B of the Treasury Management Strategy 2020/21 (as set out in Appendix 10b to the report);
 - Approve the policies on reviewing the strategy, the use of external advisors, investment management training and the use of financial derivatives as described in paragraphs 115 to 124 of the Treasury Management Strategy 2020/21 (as set out in Appendix 10b to the report);
 - Approve the proposed borrowing strategy for the 2020/21 financial year comprising maximising the use of cash in lieu of borrowing as far as is practical; the ability to borrow new long-term loans, where deemed appropriate; the use of cash to repay loans early, subject to market conditions and a loan rescheduling strategy that is unlimited where this re-balances risk;

- The Treasury Management Strategy recommendations will operate within the prudential limits set out in Annex C of the Treasury Management Strategy 2020/21 (as set out in Appendix 10b to the report) and will be reported to the Cabinet Member for Finance, with respect to decisions made for raising new long-term loans, early loan repayments and loan rescheduling;
 - Approve the Commercial Investment Strategy for 2020/21 (as set out in Appendix 10c to the report) and note the circumstances under which commercial investments can be made;
 - Approve the governance arrangements that are in place for proposing and approving commercial investments;
 - Approve a maximum quantum for commercial investments of a further £20 million in 2020/21;
 - Approve a maximum limit for an individual service investment loan of £10 million in 2020/21;
 - Any upwards change in the amounts of the limits specified in the recommendations above relating to the maximum quantum for commercial investments and the maximum limit for an individual service investment loan be delegated to the County Treasurer in consultation with the Cabinet Member for Finance.
- (vi) That the County Treasurer be authorised to adjust the contingency provision to reflect any grant changes announced in the final 2020/21 Local Government Finance Settlement;
- (vii) That the Cabinet Member for Finance and the County Treasurer be authorised to challenge Cabinet, the Senior Leadership Team and services to manage and deliver the current five-year plans and to identify further cost reductions and income generation opportunities, as appropriate.

Philip Atkins OBE
Leader of the County Council

Minutes of the Property Sub-Committee Meeting held on 5 February 2020

Present: Philip Atkins, OBE (Chair)

Mark Deaville

Alan White (Vice-Chairman)

Philip White

Mark Winnington

Also in attendance: Mike Sutherland, Tina Clements, Richard Ford, Keith Flunder and Carolyn Trowbridge

PART ONE

223. Declarations of Interest

In submitting written representations as the Local Member for the item on the Seabridge Centre, Mr Tagg declared an interest in that item due to his role as an elected member of Newcastle under Lyme Borough Council.

224. Minutes of the Meeting held on 2 January 2020

RESOLVED – That the minutes of the meeting held on 2 January 2020 be confirmed and signed by the Chairman.

225. Property Sub-Committee - Revised Terms of Reference

Members considered revisions to the Terms of Reference for the Sub-Committee aimed at better defining the Quorum for meetings.

RESOLVED – That the revised Terms of Reference be approved and adopted.

226. Exclusion of the Public

RESOLVED – 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 paragraph of Part 1 of Schedule 12A of the Local Government Act 1972 indicated.

227. Holding No. 125 Stone Aston Estate, Aston Hill Farm, Stone - Proposed Sale of Farmstead (exemption paragraph 3)

Details were submitted of the Terms for the proposed sale of the Farmstead at Holding No. 125 Stone Aston Estate, Stone. It was reported that due to it's location, the remainder of the Holding was currently let on short term arrangements pending clarification of the long term future of the site.

RESOLVED – That approval be given to the sale of the Farmstead at Holding No. 125 Stone Aston Estate to Mr D Jackson on the Terms indicated in the report now submitted,

228. Former Flash Ley Resource Centre, Stafford - Proposed Sale (exemption paragraph 3)

The Sub-Committee were updated on the progress of their previous decisions on the sale of the site of the former Flash Ley Resource Centre, Stafford and considered details of more recent offers received following the invitation of final and best offers.

As the Local Member for the area, Mrs Trowbridge attended the meeting and spoke in support of the proposed development of the site to provide social and specialist housing.

Members briefly discussed the need to balance their duty to secure Best Consideration when disposing of sites, with community benefits which might result from less financially favourable options.

RESOLVED – That approval be given to the sale of the site of the former Flash Ley Resource Centre, Stafford to Seddon Developments Limited, Bolton (or any such legal entity created by that company for the purpose of delivering the proposed development on the site) on the Terms indicated in the report now submitted; upon successful completion of that sale, the previous proposed purchaser to be reimbursed with the deposit paid for the site less the costs incurred by the Council in processing the sale.

229. Former Wilnecote Day Centre and Youth Centre - Proposed Sale (exemption paragraph 3)

The Sub-Committee were informed of the marketing history of the former Wilnecote Youth Centre and Day Centre and considered details of two offers recently received.

As the Local Member for the area, Mr R Ford attended the meeting and was accompanied by Mrs T Clements in view of her involvement in discussions about this site during the period of illness of the former member for the Division. Both representatives called for the Sub-Committee's key consideration to be the overall benefits to the community which would result from re-development of the site.

RESOLVED – That the Head of Commercial and Assets, in consultation with the Cabinet Member for Commercial, be authorised to obtain best and final offers from the two bidders and to make the final decision on the sale of the site taking account of any tangible evidence submitted in support of the proposals for the re-development of the site; the Head of Commercial and Assets to be authorised to take all actions and decisions to implement the sale to the finally approved preferred bidder.

230. Biddulph Youth Centre - Proposed Lease (exemption paragraph 3)

The Sub-Committee had previously approved a 15 years' extension of the lease up to 2035, held by Biddulph Youth and Community Zone Limited for Biddulph Youth Centre however the lessees were now seeking a replacement 30 years' lease in order to meet the eligibility criteria for funding from national organisations. Proposed Terms for an extended Lease were submitted together with supporting information from the Lessees

which was recommended as justification for relaxing the 'best consideration' requirements under Section 123 of the Local Government Act 1972.

As the Local Member, Mr Flunder attended the meeting and spoke in support of the request, highlighting that the Lessees were an established organisation within the community providing valuable support to all age groups. He further called for investigations into the feasibility of ownership of the Centre transferring to the Lessees in the longer term.

RESOLVED – That approval be given to the extension of the existing lease of Biddulph Community Centre to Biddulph Youth and Community Zone Limited for a period of 30 years, on the terms now indicated, following the expiration of the current lease on 31 March 2020.

231. Former Seabridge Centre, Newcastle under Lyme (exemption paragraph 5)

Members of the Sub-Committee considered the available courses of action following the decision of Newcastle-under-Lyme Borough Council to refuse an Outline Planning Application for residential development on the site of the former Seabridge Centre, Newcastle under Lyme

As the Local Member for the area Mr Tagg submitted written representations calling for a review of the County Council's proposals for the development of the site, arguing that they differed from local need.

Members briefly considered preparatory action taken by Officers prior to the submission of the application for Outline Planning Permission and the flexibility which such category of permission would give to any future developer.

RESOLVED – That authority be given for the submission of a formal appeal to the Planning Inspectorate against the refusal by Newcastle-under-Lyme Borough Council, to grant Outline Planning Permission for residential development of the site of the former Seabridge Centre.

IN ORDER TO AVOID ANY DELAY IN COMPLETING THE TRANSACTION AND ADVERSE CONSEQUENCE ON THE MTF5 TARGET THE CHAIRMAN AGREED TO THE FOLLOWING ITEM BEING DEALT WITH AS URGENT

232. Holding No. 47 Plardiwick Estate Gnosall - Proposed Sale of Part (52.98 acres) (exemption paragraph 3)

The Sub-Committee considered proposed Terms for the sale of part (52.98 acres) of Holding No. 47, Plardiwick Estate, Gnosall in accordance with the County Farms Review Programme included in the Medium Term Financial Strategy.

RESOLVED – That approval be given to the sale of part (52.98 acres) of Holding No. 47 Plardiwick Estate, Gnosall to Mrs A Roe and Mr W.W. Roe on the Terms indicated in the report.

Chairman

Cabinet Meeting on Wednesday 19 February 2020

Award of the Contract for Waste Transfer Station Facilities and Associated Services for East Staffordshire (REF IA1766)



Cllr Mark Deaville, Cabinet Member for Commercial said,

“As a county council we want to play our part in delivering a greener county and a greener country – and recycling and waste management can help us in these aspirations.

“This report will look at the procurement process for the award of the contract for waste transfer facilities in East Staffordshire.”

Report Summary:

Staffordshire County Council (SCC) is undertaking an OJEU procurement to provide waste transfer facilities to which East Staffordshire Borough Council (ESBC) will deliver both General Waste (see below) and Recyclable Waste (see below), and from where the waste will be transferred to various treatment facilities, dependent on the type of Waste.

This procurement is made up of 2 lots which are as follows:

- Lot 1 is for the provision of a specific physical transfer site and associated on site services to receive, prepare and forward residual waste, household waste, fly tipped waste, bulky items and road sweepings (together now referred to in this Report as “General Waste”). This lot will also have provision for the successful provider to transport the various types of General waste to its final destinations for disposal/treatment and will result in a contract between SCC and the successful service provider in respect of the use of the physical site and the services. The contract will be for a period of 2 years with one optional 12 month extension plus two optional additional 6 month extensions. The maximum Contract Term including all possible extensions is four years.
- Lot 2 is for the provision of a physical transfer site and associated on site services to receive, bulk up and forward recyclable waste (now referred to in this Report as “Recyclable Waste”) to treatment facilities. Because ESBC as WCA (see below) have currently elected to also dispose of their own Recyclable Waste, the contract for services arising from this Lot 2 will be between ESBC and the successful provider. This contract will also be for a period of 2 years with one optional 12 month extension plus two optional additional 6 month extensions. The maximum Contract Term including all possible extensions is four years.

It is anticipated that the aggregate value of this procurement (both lots) will exceed £2M (see Finances below). The full financial details of this contract are set out at section 4 Finances of this Report below. This report is therefore presented to Cabinet to request that Cabinet delegate authority to the Director for Economy, Infrastructure & Skills (Darryl Eyers) to run a procurement process for this value, including both Lot 1 and Lot 2 and to give delegated authority to the Director for Economy, Infrastructure & Skills (Darryl Eyers) to agree, finalise and let the contract for Lot 1 to the successful service provider.

Recommendation

I recommend that:

Cabinet grant delegated authority to the Director for Economy, Infrastructure and Skills to:

- a. Run a procurement process for the value above, including both Lot 1 and Lot 2:
and
- b. Agree, finalise, execute and enter into the contract for Lot 1 with the successful bidder; and
- c. In the event that ESBC elect not to dispose of their Recyclable Waste, to step into, execute and formally enter into the contract awarded under Lot 2, and manage and deal with any other direct or indirect implications arising from such a change initially between ESBC and the successful service provider.

Local Members Interest
N/A

Cabinet – Wednesday 19 February 2020

Award of the Contract for Waste Transfer Station Facilities and Associated Services for East Staffordshire (REF IA1766)

Recommendation of the Cabinet Member for Commercial

I recommend that:

Cabinet grant delegated authority to the Director for Economy, Infrastructure and Skills to:

- a. Run a procurement process for the value above, including both Lot 1 and Lot 2:
and
- b. Agree, finalise, execute and enter into the contract for Lot 1 with the successful bidder; and
- c. In the event that ESBC elect not to dispose of their Recyclable Waste, to step into, execute and formally enter into the contract awarded under Lot 2, and manage and deal with any other direct or indirect implications arising from such a change initially between ESBC and the successful service provider.

Report of the Director for Economy, Infrastructure and Skills

Reasons for Recommendations:

Legislative Framework

1. The Environmental Protection Act 1990 (EPA) established the process by which domestic waste is managed. In Staffordshire, District and Borough Councils (known as Waste Collection Authorities or WCA's) are responsible for collecting waste at the kerbside from domestic dwellings, and for delivering the waste they have collected to disposal facilities provided by SCC (known as the Waste Disposal Authority or WDA).
2. The waste disposal or transfer facilities, provided by the WDA, must to be 5 miles or less outside the administrative boundary of the WCA, or the WDA has to either:
 - a. make a financial contribution to the transport of the waste; or
 - b. as an alternative to the contribution, the WDA may provide the WCA with a more local tipping point (i.e. a Waste Transfer Station ('WTS')), to which the WCA delivers the waste, and from which the waste is then transferred and forwarded to the disposal facility at the WDA's cost.
3. Lot 1 of this procurement will see SCC contract with the successful provider to provide East Staffordshire Borough Council (ESBC) with a local Waste Transfer

Station to which they can deliver their General Waste (defined above). The cost of the WTS in respect of the General Waste is to be borne by SCC (i.e. the WDA), thus avoiding having to contribute to ESBC's Waste Transfer Costs, because the WTS will either be within the WCA's administrative boundary or the price provided by the successful provider is likely to factor into the total price any additional transport costs.

4. The EPA also makes provision for WCA's to retain recyclable materials that they have collected and make their own (i.e. the WCA's) arrangements for those recyclable materials to be treated. In so doing, the WCA incurs additional costs. The EPA therefore makes provision for the WDA to make a payment to the WCA (known as a Recycling Credit) for every tonne of Recyclable Waste that the WCA has retained and treated at the WCA's own cost.
5. ESBC has elected to treat its own Recyclable Waste that it collects and ESBC is therefore in receipt of Recycling Credits from SCC. As such ESBC is solely responsible for the cost of treatment of the recyclable material, including any transfer costs to the treatment facility that may be incurred.
6. Lot 2 in this procurement will see ESBC contract with the successful provider to provide ESBC with a local WTS to which their recyclable materials can be delivered, received, bulked up and transferred to a different site for treatment. Lot 2 will be the subject of a separate contract between ESBC and their appointed service provider. After completion of the joint procurement exercise, SCC will have no ongoing involvement in this contract under Lot 2. However, ESBC may at any time in its absolute discretion choose not to elect to treat its own Recyclable Waste and the responsibility would at that point immediately fall to SCC as the WDA. To provide for this eventually SCC has reserved for itself the right of contractual 'step-in' if ESBC elect not to treat its own Recyclable Waste before the end of the contract term for Lot 2.
7. The market for recyclable materials is volatile at best, and the precise nature and cost of any step-in treatment arrangements cannot, in detail, be determined unless and until ESBC elects not to treat its own Recyclable Waste. The precise arrangements would depend, amongst other factors, on whether other WCA's also elected to cease treating their own Recyclable Materials. Payment of Recycling Credits from SCC to a WCA would cease at the point at which a WCA ceased treating their own Recyclable Materials. The Recycling Credit payments retained by SCC would then meet, or at least contribute to, the costs incurred by SCC in arranging treatment of the Recyclable Material, including any transfer costs that might be involved.

Service History

8. The transfer of ESBC's General Waste from the current site in Burton to the Staffordshire Energy Recovery Facility (ERF) at Four Ashes is the subject of a current Contract, PC460A, "Waste Transfer Station Facilities and Associated Services". The Initial term of this contract was 1 April 2016 to 31 March 2018, with options to extend by an additional 2 years. Including the optional extensions, this

contract will end on 31 March 2020. Lot 1 of this procurement will replace this contract when it expires.

Waste Strategy and Proposed Service Provisions

9. The Staffordshire ERF at Four Ashes is at the core of SCC's strategy for the treatment of General Waste. In order to ensure that SCC retains the maximum capacity and potential benefit from the Staffordshire ERF, it is essential that SCC delivers 138,000 tonnes per annum of waste to the Staffordshire ERF between 2019 and 2024. If SCC delivers less than 138,000 tonnes per annum to Four Ashes between 2019 and 2024, the capacity available to SCC at Four Ashes between 2024 and 2029 will be reduced. Any reduction in capacity at Four Ashes will have cost implications because the surplus capacity will have to be dealt with at Hanford ERF. Increases in capacity used at Hanford will have the knock-on effect of reducing potential income generated from allowing third party disposal at Hanford.
10. The ability to deliver a substantial proportion of ESBC's waste to Four Ashes between 2019 and 2024 is an essential component in achieving the 138,000 tonne per annum target. The waste transfer services in Lot 1 of this procurement will provide the means by which this element of SCC's waste strategy is achieved.
11. ESBC are contractually committed to delivering their dry mixed recyclables (DMR) to Biffa at Aldridge until 2022. ESBC's existing arrangements for the transfer of DMR to Biffa at Aldridge are co-terminus with SCC's contractual arrangements referred to in 8 above. SCC have agreed to provide support for ESBC in the preparation of contract documentation and the procurement process to enable ESBC to identify a new service provider and let their own contract to facilitate the transfer of DMR to Aldridge until 2022.
12. The two Lot approach therefore facilitates the requirements of both SCC and ESBC.

Alternatives

13. SCC will have contractual access to two energy recovery facilities in the period 2020 to 2024. The Staffordshire ERF at Four Ashes is one, the Hanford Energy Recovery Facility located at Stoke on Trent is the other. The two plants are approximately equidistant from Burton on Trent, as a result of which the transfer of waste to either plant requires waste transfer facilities and incurs similar (identical under the current contract) transfer costs.
14. SCC could direct ESBC to deliver General Waste directly into the Staffordshire ERF Four Ashes or Hanford ERF, however this option could result in ESBC increasing its collection fleet to accommodate longer travel times from collection rounds to disposal points. This additional cost would be levelled at SCC who would be required to pay ESBC a Tipping Away Payment, a financial reimbursement for delivering to a treatment facility in-excess of 5 miles outside of their administrative boundary.

15. ESBC direct delivering would also have a negative impact on the environment, with more vehicle movements to transport the waste to the disposal points, increasing carbon emissions.
16. SCC could seek alternative disposal facilities, but this would inevitably be significantly more expensive than disposal at either Hanford ERF or Staffordshire ERF at Four Ashes, and would have a substantially adverse effect on SCC's future share of waste inputs to Staffordshire ERF at Four Ashes.

Financial

17. It is estimated that the aggregate value of Lot 1 over the maximum 4 year term would be £1.9M, and the aggregate value of Lot 2 over the maximum 4 year term approximately £0.35M. The total estimated procurement value is therefore £2.25M.
18. It should be noted that although the estimated procurement value is £2.25M, the contract value to be incurred by SCC is estimated at £1.9M. The remaining £0.35M of estimated contract value will be the subject of separate contractual arrangements between ESBC and their chosen service provider. SCC will only become responsible for the remaining pro-rata portion of the contract under Lot 2 in the event that SCC need to step into that contract where ESBC elect not to continue to process their own Recyclable Waste.
19. The substantial difference in value between Lot 1 and Lot 2 arises in part because the estimated tonnage under Lot 1 is double the tonnage in Lot 2, and in part because Lot 1 includes both Management Charge and Transfer Charge, whereas Lot 2 only includes the Management Charge that relates to the Recyclable Waste to be delivered by ESBC. Haulage costs for ESBC's Recyclable Waste under Lot 2-are included in an entirely separate Contract between Biffa and ESBC.

Legal Implications

20. The potential value of spend under both Lots requires the procurement process to strictly follow the law under the Public Contracts Regulations 2015. The implications of any process failing to follow these Regulations could lead to serious legal challenges to the SCC with the probable halt by a court of any contract award. A contract has been drafted by the Waste Management Team within SCC, with support from the Procurement Team, utilising the SCC's Legal high value model contract terms with additional service schedules relating to the specific waste operations required.
21. There are additional amendments to the model terms to ensure that there are appropriate contractual terms to allow SCC to step into the contract under Lot 2 originally between ESBC and the successful provider in the even that ESBC do not continue to elect to process their own Recyclable Waste. There are no other legal implications.

Resource and Value for Money Implications

22. The agreement will be commissioned by SCC, led by a Waste Management lead, and procured using the open procurement process under the Public Contracts Regulations 2015. The process will be run by the SCC's Commercial Team. Day-to-day contract management will be delivered by the existing Sustainability and Waste Management team. There are no resource implications known at the time of writing this report. Any resource implications which may arise in the event that ESBC do not continue to elect to process their own Recyclable Waste will be considered if and/or when that change arises and authority to manage and allocate resources (if any) regarding that potential change has been delegated to the Director of Economy Infrastructure & Skills.
23. In reference to Lot 1, the General Waste collected by ESBC must be transferred to one of SCC's contracted energy recovery facility disposal options, irrespective of whether this transfer service is procured by ESBC or SCC. This competitive tender process will ensure that SCC retains financial and operational control of the transfer service. If ESBC procured the service, SCC would lose this direct financial and operational control, and in addition to monitoring the service, would also have to monitor and manage the resulting tipping away agreement with ESBC. Therefore, the procurement approach detailed in this report is considered the best way to achieve best value.
24. Please note Lot 2 has no financial implications for SCC.

List of Background Documents/Appendices:

Community Impact Assessment

25. The need for a community impact assessment (CIA) has been considered as part of this procurement. However, given this is a re-procurement for an already existing and currently operational waste transfer facility, a CIA has been deemed not necessary.

Contact Details

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Cabinet Meeting on Wednesday 19 February 2020

Award of the Provision and Installation of PVC-u Windows, Aluminium Doors and Ancillary Work – Non-Domestic Framework Agreement (REF IA1834)



Cllr Mark Deaville, Cabinet Member for Commercial said,

“We continue to be committed to obtaining value-for-money for taxpayers, while ensuring good services for users.

This recommendation allows us to carry on that work as efficiently and flexibly as possible.”

Report Summary:

To secure Cabinet approval for authority to approve the full procurement process to secure and manage the Framework Agreement for the award of the Provision and Installation of PVC-u Windows, Aluminium Doors and Ancillary Work (Non-Domestic), ref IA1834 which will commence around 1 May 2020 for up to 4 years, be delegated to the Director of Corporate Services.

Recommendations

I recommend that:

- a. The Council concludes its regulated procurement in line with the Public Contracts Regulations 2015 for the Framework Agreement for the Provision and Installation of PVC-U Windows, Aluminium Doors and Ancillary Work (Non-Domestic), in readiness for an agreement commencement of 1 May 2020 or as soon as possible thereafter;
- b. Following the conclusion of the procurement, Cabinet delegates authority for the Director of Corporate Services to approve;
 - i. the Framework Agreement to be awarded and entered with the successful tenderers to the Framework Agreement; and
 - ii. all subsequent call-off contracts under the Framework Agreement to be awarded and entered into with the successful providers under this Framework Agreement;
 - iii. any novation of the Framework Agreement and call-off contracts to new providers or variations to the terms of the Framework Agreement or call-off contracts, in accordance with the Public Contract Regulations 2015

- iv. the 1-year extension to the Framework Agreement in accordance with the terms of the Framework Agreement (if applicable)

Local Members Interest
N/A

Cabinet – Wednesday 19 February 2020

Award of the Provision and Installation of PVC-u Windows, Aluminium Doors and Ancillary Work – Non-Domestic Framework Agreement (REF IA1834)

Recommendations of the Cabinet Member for Commercial

I recommend that:

- a. The Council concludes its regulated procurement in line with the Public Contracts Regulations 2015 for the Framework Agreement for the Provision and Installation of PVC-U Windows, Aluminium Doors and Ancillary Work (Non-Domestic), in readiness for an agreement commencement of 1 May 2020 or as soon as possible thereafter;
- b. Following the conclusion of the procurement, Cabinet delegates authority for the Director of Corporate Services to approve;
 - i. the Framework Agreement to be awarded and entered with the successful tenderers to the Framework Agreement; and
 - ii. all subsequent call-off contracts under the Framework Agreement to be awarded and entered into with the successful providers under this Framework Agreement;
 - iii. any novation of the Framework Agreement and call-off contracts to new providers or variations to the terms of the Framework Agreement or call-off contracts, in accordance with the Public Contract Regulations 2015
 - iv. the 1-year extension to the Framework Agreement in accordance with the terms of the Framework Agreement (if applicable)

Report of the Director of Corporate Services

Reasons for Recommendations:

1. The current Provision and Installation of PVC-U Windows, Aluminium Doors and Ancillary Work Framework Agreement (ref. PC606), procured via the Public Contracts Regulations, expires on 31 May 2020 and a replacement arrangement is required.
2. The scope of the new Framework Agreement (which mirrors the current arrangement) includes a comprehensive service to provide, install, replace windows, doors, storey height frames and curtain walling systems to what will be predominately single storey buildings with occasional two and three storey buildings. These works will have been identified through condition surveys and asset management plans which are managed between the Council's Property team and Entrust.

3. It is envisaged that up to three providers will be appointed to allow for any mini-competitions through the Framework Agreement and to cater for peak demands such as school holidays.
4. The estimated Council spend envisaged through this agreement over four years is approximately £2.5 million to service the scope of Council owned public sector estate and schools. Most of the work is envisaged to be for Council maintained schools.
5. The total procurement will be qualified for up to £3 million to consider some flexibility in the Council's spend and to accommodate the potential additional spend of public sector partners.
6. The value of such a procurement requires Cabinet approval.
7. It is not envisaged that any one provider will be awarded a single call-off contract valued in excess of £2 million, though it is possible that over the full term of the Framework Agreement a provider may accrue a total of work in excess of the £2 million (Cabinet) threshold.
8. The form of contract used for the call-off contracts will primarily be JCT Minor Works 2016 with contractor's design with a schedule of amendments as detailed in the Framework Agreement.
9. There are no equivalent agreements procured by any other independent 3rd party central purchasing bodies or contracting authority/council which uniquely hold the local providers required for such works. The option to publicly tender this not only serves as an opportunity for local providers to tender but also serves as a benchmark on value for money.
10. Without recourse to a Framework Agreement, Council Officers would be required to invest more resource into spot tendering / quoting for individual work packages which would require several separately tendered projects per annum conforming to the Council's own internal Procurement Regulations.

Legal Implications

11. The potential value of spend for the works lends the procurement process to strictly follow the Public Contracts Regulations 2015. The implications of any process failing to follow these Regulations could lead to serious legal challenges to the Council with the probable halt by a court on any contract award. A Framework Agreement has been developed in conjunction with Legal Services to allow for the relevant works to be called off as and when required. The call-off contract will primarily use JCT Minor Works 2016 with contractor's design. The call-offs will be managed by Entrust and a call-off process is detailed within the Framework Agreement. We are not aware of any other legal implications at the time of writing this report.

Resource and Value for Money Implications

12. The Framework Agreement will be commissioned by the Council, led by a Strategic Property lead, and procured by the Council's Commercial Team. The ongoing technical day-to-day contract management is delivered in conjunction and managed by Entrust. There are no resource implications known at the time of writing this report. The failure to conduct a competitive tender process will inevitably lead to a disaggregation of spend with each project being contracted separately when it arises leading to increase in prices, inefficiencies in the contracting process and a sharp increase in procurement and commissioning effort and therefore this is considered the best way to achieve best value.

List of Background Documents/Appendices:

Community Impact Assessment – Summary Document

Contact Details

Assistant Director: Ian Turner, Assistant Director for Commercial and Assets

Report Author: Paul Timmins

Job Title: Senior Category Manager

Telephone No.: 01785 854646

E-Mail Address: paul.timmins@staffordshire.gov.uk



Staffordshire
County Council

Community Impact Assessment – Checklist and Executive Summary

Name of Proposal: The award of the Provision and Installation of PVC-u Windows, Aluminium Doors and Ancillary Work – Non-Domestic Framework Agreement, ref IA1834

Project Sponsor: Ian Turner, Assistant Director for Commercial and Assets

Project Manager: Paul Timmins, Senior Category Manager, Commercial Team

Date: 19/02/20

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	Comments/Actions
The project supports the Council's Business Plan, priorities and MTFS.	Yes	
It is clear what the decision is or what decision is being requested.	Yes	
For decisions going to Cabinet, the CIA findings are reflected in the Cabinet Report and potential impacts are clearly identified and mitigated for (where possible).	Yes	
The aims, objectives and outcomes of the policy, service or project have been clearly identified.	Yes	
The groups who will be affected by the policy, service or project have been clearly identified.	Yes	
The communities that are likely to be more adversely impacted than others have been clearly identified.	Yes	
Engagement / consultation has been undertaken and is representative of the residents most likely to be affected.	n/a	
A range of people with the appropriate knowledge and expertise have contributed to the CIA.	Yes	
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.	Yes	
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.	Yes	
The next steps to deliver the project have been identified.	Yes	

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>PSED</p> <p>What are the impacts on residents with a protected characteristic under the Equality Act 2010? 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.</p>	N/A			
<p>Health and Care</p> <p>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>	N/A			
<p>Economy</p> <p>How will the proposal impact on the economy of Staffordshire or impact on the income of Staffordshire's residents?</p>	Small-and-Medium Enterprises ('SME'). The Framework Agreement does successfully attract local Staffordshire suppliers with local supply chains.	Successful appointments to the Framework Agreement (and the corresponding supply chains) for this type of employer contribute well to the local economy and the employment market. This type of work provides opportunity to up-skill and train existing and new Staffordshire residents in much-needed construction trades.	Incumbent Framework suppliers who have been previously reliant on County Council work could suffer some economic impacts should they not be appointed this time around. This tends to be more prevalent where there may be a very high reliance on County Council work only and/or they are SME.	It is difficult to protect against suppliers who unfortunately are not re-appointed to the new framework. Where applicable, TUPE may apply and reduce the liability of a supplier.
Environment	Various groups.	The deliverables from this	None.	None.

How will the proposal impact on the physical environment of Staffordshire?		Framework Agreement contribute to improved facilities both internally and on the exterior of the Council estate, e.g. schools and corporate estate – all public facing. An improved 'image' and efficient building management has many advantages, for example, cost saving from efficient and reliable windows and doors etc.		
Localities / Communities	Various groups.	As per the Environment inclusion above.	None.	None.
How will the proposal impact on Staffordshire's communities?				

Cabinet Meeting on Wednesday 19 February 2020

Award of the Planned and Reactive Maintenance and Minor Works Framework Agreement (REF IA1750)



Cllr Mark Deaville, Cabinet Member for Commercial said,

“Procuring services which deliver best value for council are at the core of the council’s commercial service.

“This report sets out plans to set up a new framework for maintenance and minor works from around May 2020.”

Report Summary:

To secure Cabinet approval for authority to approve the full procurement process to secure and manage the Framework Agreement for the Supply of Planned & Reactive Maintenance & Minor Works which will commence around 1 May 2020 for up to 4 years be delegated to the Director of Corporate Services.

Recommendations

I recommend that:

- a. The Council concludes its regulated procurement in line with the Public Contracts Regulations 2015 for the Framework Agreement for the Supply of Planned & Reactive Maintenance & Minor Works, in readiness for an agreement commencement of 1 May 2020;
- b. Following the conclusion of the procurement, Cabinet delegates authority for the Director of Corporate Services to approve:
 - i. the Framework Agreement to be awarded and entered with the successful tenderers to the Framework Agreement; and
 - ii. all subsequent call-off contracts under the Framework Agreement to be awarded and entered into with the successful providers under this Framework Agreement;
 - iii. any novation of the Framework Agreement and call-off contracts to new providers or variations to the terms of the Framework Agreement or call-off contracts, in accordance with the Public Contract Regulations 2015; and
 - iv. the 1-year extension to the Framework Agreement in accordance with the terms of the Framework Agreement (if applicable)

Local Members Interest
N/A

Cabinet – Wednesday 19 February 2020

Award of the Planned and Reactive Maintenance and Minor Works Framework Agreement (REF IA1750)

Recommendations of the Cabinet Member for Commercial

I recommend that:

- a. The Council concludes its regulated procurement in line with the Public Contracts Regulations 2015 for the Framework Agreement for the Supply of Planned & Reactive Maintenance & Minor Works, in readiness for an agreement commencement of 1 May 2020;
- b. Following the conclusion of the procurement, Cabinet delegates authority for the Director of Corporate Services to approve:
 - i. the Framework Agreement to be awarded and entered with the successful tenderers to the Framework Agreement; and
 - ii. all subsequent call-off contracts under the Framework Agreement to be awarded and entered into with the successful providers under this Framework Agreement,
 - iii. any novation of the Framework Agreement and call-off contracts to new providers or variations to the terms of the Framework Agreement or call-off contracts, in accordance with the Public Contract Regulations 2015; and
 - iv. the 1-year extension to the Framework Agreement in accordance with the terms of the Framework Agreement (if applicable)

Report of the Director of Corporate Services

Reasons for Recommendations:

1. The current Maintenance & Minor Works Framework Agreement (ref. PC583), procured via the Public Contracts Regulations, expires on 24 May 2020 and a replacement arrangement is required.
2. The scope of the new 3-Lot Framework Agreement (which mirrors the current arrangement) spans:
 - a. general minor works construction projects (projects typically up to £500k) - internal/external alterations, new-build, alterations/extensions, refurbishments, fit-outs, fabric work, and external works.
 - b. mechanical heating works (projects up to £350k) - heating, hot water and gas installations, also air conditioning and mechanical ventilation systems
 - c. electrical works (projects up to £350k) - electrical rewiring, installation of new power, lighting and control systems also electrical ventilation systems

3. It is envisaged that several providers will be appointed under each Lot (up to 6 on lot 1 for minor works and 5 each under lots 3 and 4, mechanical and electrical respectively).
4. The estimated Council spend envisaged through this Framework Agreement over 4 years is approximately £25 million to service the large scope of Council owned public sector estate and schools. Most of the work will be for Council maintained schools.
5. The total procurement will be qualified for up to £50 million to consider flexibility in the Council's spend and to accommodate the potential additional spend of public sector partners.
6. The value of such a procurement requires Cabinet approval.
7. It is not envisaged that any one provider will be awarded a single contract valued in excess of £2 million, though it is possible that over the full term of the Framework Agreement more than one provider may accrue a total of work in excess of the £2 million (Cabinet) threshold.
8. The form of contract used for the call-off contracts will be either JCT Minor Works 2016 with contractor's design or the JCT Measured Term 2016 with a schedule of amendments as detailed in the Framework Agreement. An option is included to employ any other alternative and relevant forms of contract where applicable. There should be no material amendments made to the Framework Agreement or call-off contracts.
9. There are no equivalent lotted agreements procured by any other independent 3rd party central purchasing bodies or contracting authority/council which uniquely hold the local providers required for such works. The option to publically tender this not only serves as an opportunity for local providers to tender but also serves as a bench mark on value for money.
10. Without recourse to a Framework Agreement, Council Officers would be required to invest more resource into spot tendering / quoting for individual work packages which would require a plethora of separately tendered projects per annum conforming to the Council's own internal Procurement Regulations.

Legal Implications

11. The potential value of spend for the works lends the procurement process to strictly follow the Public Contracts Regulations 2015. The implications of any process failing to follow these Regulations could lead to serious legal challenges to the Council with the probable halt by a court on any contract award. A Framework Agreement has been developed in conjunction with Legal Services to allow for the relevant works to be called off as and when required. The call-offs will be managed by Entrust and a call-off process is detailed within the Framework Agreement point (8) above. We are not aware of any other legal implications at the time of writing this report.

Resource and Value for Money Implications

12. The Framework Agreement will be commissioned by the Council, led by a Strategic Property lead, and procured by the Council's Commercial Team. The ongoing technical day-to-day contract management is delivered in conjunction and managed by Entrust. There are no resource implications known at the time of writing this report. The failure to conduct a competitive tender process will inevitably lead to a disaggregation of spend with each project being contracted separately when it arises leading to increase in prices, inefficiencies in the contracting process and a sharp increase in procurement and commissioning effort and therefore this is considered the best way to achieve best value.

List of Background Documents/Appendices:

Community Impact Assessment – Summary Document

Contact Details

Assistant Director: Ian Turner, Assistant Director for Commercial and Assets

Report Author: Paul Timmins

Job Title: Senior Category Manager

Telephone No.: 01785 854646

E-Mail Address: paul.timmins@staffordshire.gov.uk



Community Impact Assessment – Checklist and Executive Summary

Name of Proposal: The award of the Planned and Reactive Maintenance and Minor Works Framework Agreement, ref IA1750.

Project Sponsor: Ian Turner, Assistant Director for Commercial and Assets

Project Manager: Paul Timmins, Senior Category Manager, Commercial Team

Date: 19/02/20

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	Comments/Actions
The project supports the Council's Business Plan, priorities and MTFS.	Yes	
It is clear what the decision is or what decision is being requested.	Yes	
For decisions going to Cabinet, the CIA findings are reflected in the Cabinet Report and potential impacts are clearly identified and mitigated for (where possible).	Yes	
The aims, objectives and outcomes of the policy, service or project have been clearly identified.	Yes	
The groups who will be affected by the policy, service or project have been clearly identified.	Yes	
The communities that are likely to be more adversely impacted than others have been clearly identified.	Yes	
Engagement / consultation has been undertaken and is representative of the residents most likely to be affected.	n/a	
A range of people with the appropriate knowledge and expertise have contributed to the CIA.	Yes	
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.	Yes	
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.	Yes	
The next steps to deliver the project have been identified.	Yes	

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>PSED</p> <p>What are the impacts on residents with a protected characteristic under the Equality Act 2010? 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.</p>	N/A			
<p>Health and Care</p> <p>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>	N/A			
<p>Economy</p> <p>How will the proposal impact on the economy of Staffordshire or impact on the income of Staffordshire's residents?</p>	Both Small-and-Medium Enterprises ('SME') and, occasionally, larger national construction firms. The Framework Agreement does successfully attract local Staffordshire suppliers with local supply chains.	Successful appointments to the Framework Agreement (and the corresponding supply chains) for this type of employer contribute well to the local economy and the employment market. This type of work provides opportunity to up-skill and train existing and new Staffordshire residents in much-needed construction trades.	Incumbent Framework suppliers who have been previously reliant on County Council work could suffer some economic impacts should they not be appointed this time around. This tends to be more prevalent where there may be a very high reliance on County Council work only and/or they are SME.	It is difficult to protect against suppliers who unfortunately are not re-appointed to the new framework. Where applicable remedies such as TUPE are available.
<p>Environment</p>	Various groups.	The deliverables from this	None.	None.

How will the proposal impact on the physical environment of Staffordshire?		Framework Agreement contribute to improved facilities both internally and on the exterior of the Council estate, e.g. schools and corporate estate – all public facing. An improved ‘image’ and efficient building management has many advantages including cost saving from efficient and reliable heating upgrades etc.		
Localities / Communities	Various groups.	As per the Environment inclusion above, plus provision of additional school/educational space (extensions) for local pupils to meet an ever-growing County infrastructure.	None.	None.
How will the proposal impact on Staffordshire’s communities?				

Cabinet Meeting on Wednesday 19 February 2020

Award of the Furniture Framework Agreement (REF IA1774) *(Provision of Office Furniture, Educational Furniture and Library Furniture)*



Cllr Mark Deaville, Cabinet Member for Commercial said,

“Getting the best value for taxpayers’ money is hugely important to this county council.

“By going through a robust procurement process we are able to ensure we do just this and still have a quality service provided.”

Report Summary:

The objective of this report is to obtain authority for the procurement of office furniture and to secure cabinet authority for John Tradewell (Director of Corporate Services) to act with Delegated Authority to approve the full procurement process, the terms of the agreement for supply and to execute that agreement for the supply of Office Furniture. The procurement will be in the form of a Framework Agreement for the Supply, Delivery and Installation of both Office Furniture for the Council’s Corporate buildings, Educational Furniture for the Council’s Educational Establishments and Library Furniture (‘the Furniture Framework’). The Framework Agreement will be for a period of 4 years starting 1st July 2020 to 30th June 2022 with two options to extend that original term by 2 x 12-month periods. The potential spend on the Framework during the four year term is to be advertised at £6,500,000.

Historical spend of similar frameworks of this type was £3,500,000 for Educational Furniture and £500,000 for Office Furniture. There is currently no Framework Available for Library Furniture however historical spend on this type of furniture is £410,000.

The increase between the two potential spend figures here reflects the fact that some of the Council’s partners may wish to call off from the Furniture Framework at their own cost. It is also worth noting here that there is no obligation to spend under the Furniture Framework and these figures will only be relevant if and when furniture is required and a call off is made and authorised.

Recommendations

I recommend that:

- a. The Council concludes its regulated procurement in line with the Public Contract Regulations 2015 for the Furniture Framework Agreement for the provision of office, educational and library furniture.
- b. Following the procurement process the successful suppliers be appointed to the framework agreement for the period 1st July 2020 to 30th June 2022 and that dependent on the quality of their delivery (to be determined on or before June 2022), that one or both of the 12-month contract extensions be implemented to a final contract end date of 30th June 2024.
- c. Following the procurement process, John Tradewell (Director of Corporate Services) be authorised to act with the Delegated Authority to approve the initial awards to the successful providers to the Framework, agree and execute the formal terms of the Furniture Framework Agreement approve all subsequent awards of contracts and spends under this Framework, and (if applicable) approve the 2 -year extensions to the Framework in its 3rd and 4th year up to the total value set out above and not exceeding that value in total over the entire period of the Furniture Framework Agreement.

Local Members Interest
N/A

Cabinet – Wednesday 19 February 2020

Award of the Furniture Framework Agreement (REF IA1774) *(Provision of Office Furniture, Educational Furniture and Library Furniture)*

Recommendations of the Cabinet Member for Commercial

I recommend that:

- a. The Council concludes its regulated procurement in line with the Public Contract Regulations 2015 for the Furniture Framework Agreement for the provision of office, educational and library furniture.
- b. Following the procurement process the successful suppliers be appointed to the framework agreement for the period 1st July 2020 to 30th June 2022 and that dependent on the quality of their delivery, that one or both of the 12-month service extensions be implemented to a final contract end date of 30th June 2024.
- c. Following the procurement process, John Tradewell (Director of Corporate Services) be authorised to act with the Delegated Authority to approve the initial awards to the successful providers to the Framework, agree and execute the formal terms of the Furniture Framework Agreement approve all subsequent awards of contracts and spends under this Framework, and (if applicable) approve the 2 -year extensions to the Framework in its 3rd and 4th year up to the total value set out above and not exceeding that value in total over the entire period of the Furniture Framework Agreement.

Report of the Director of Corporate Services

Reasons for Recommendations:

1. The current office furniture Framework Agreement (PC444) procured via the Public Contract Regulations expired on 30th April 2019. A Regulation 72 extension for this framework was granted by John Tradewell, (Director of Corporate Services) in February 2019 to vary the agreement end period to 30th June 2020. The estimated annual value for that framework agreement was £120,000 per annum for Staffordshire County Council.
2. The new framework agreement is likely to be made available for local district and borough councils to use and call-off from therefore the advertised annual spend as shown on the OJEU notice will rise to incorporate this new potential additional and non-County Council spend. Stafford Borough Council, Cannock Chase District Council and South Staffordshire Council may wish to use the framework once it has been awarded and executed.
3. The current educational only furniture Framework Agreement (PC614) procured via the Public Contract Regulations is expected to expire 30th June 2020 after

already being extended. The estimated advertised spend over the 4-year framework agreement was £3,500,000.

4. The scope of the new 3-Lot agreement is as follows:
 - a. Office Furniture (Lot One)
 - b. Educational Furniture (Lot Two)
 - c. Library Furniture (Lot Three)
5. This new Furniture Framework Agreement has 3 separate Lots. The first Lot allows for ad hoc purchases and full fit outs of offices; the second Lot provides for the full fit out of a completely new school build, either primary school or high school. The appointed suppliers are able to design the layout where required and this would be expected of the new appointed suppliers on both corporate furniture and educational furniture.
6. The County Council also has a requirement for library furniture and there is currently no contract available to acquire this type of furniture, therefore the [third] Lot will be incorporated into the procurement to allow for this.
7. It is the Council's intention to appoint 3 providers under each lot.
8. There are no equivalent lotted agreements procured by any other independent 3rd party central purchasing bodies or contracting authority/council which uniquely open this sales opportunity to the local providers. The option to publicly tender this opportunity not only serves as an opportunity for local providers to tender but also serves as a bench mark to ensure value for money.
9. Without recourse to a Framework Agreement, Council Officers would be required to invest more resource into spot tendering / quoting for individual work packages which would require a plethora of separately tendered projects per annum conforming to the Councils own Procurement Regulations. This would be a timely and inefficient way of procuring furniture and may not always produce best value due to lower one-off quantity requirements. See below also the potential issue and risk around disaggregation which is not permitted under the Public Contract Regulations 2015.

Legal Implications

10. The potential value of spend through this agreement requires a procurement process under and in compliance with the Public Contracts Regulations 2015. The implications of any process failing to follow these Regulations could lead to serious legal challenges to the Council which would interfere with any contract award. The Furniture Framework Agreement and the formal legal terms of that Framework has been developed in conjunction with Legal Services to allow for the relevant goods and services to be called off as and when required. The call-offs will be managed by the Council's partner, Entrust and a call-off process is detailed within the Furniture Framework Agreement. All Call-offs will need to be authorised by John Tradewell (Director of Corporate Services) in accordance with his delegated

authority above. There are no other legal implications to this Furniture Framework Agreement

Resource and Value for Money Implications

11. The Furniture Framework Agreement will be commissioned by the Council, led by a Strategic Property lead, and procured by the Council's Commercial Team. The ongoing technical day-to-day contract management is delivered in conjunction with but led by the Council's partner Entrust. There are no adverse resource implications known at the time of writing this report and the Council is not obliged to spend under this Furniture Framework Agreement unless the need arises, and the budget is available. The failure to conduct a competitive tender process will inevitably lead to a disaggregation of spend with each project being contracted separately when it arises and this may lead to increase in prices, inefficiencies in the contracting process and a sharp increase in procurement and commissioning time and effort and therefore procuring and implementing and executing this Furniture Framework Agreement is considered the best and most efficient and effective way to achieve best value.

List of Background Documents/Appendices:

Community Impact Assessment – Summary Document

Contact Details

Assistant Director:	Ian Turner, Assistant Director for Commercial and Assets
Report Author:	Laura Kendall
Job Title:	Category Manager
Telephone No.:	01785 854656
E-Mail Address:	laura.kendall@staffordshire.gov.uk



Community Impact Assessment – Checklist and Executive Summary

Name of Proposal: Framework Agreement for the Provision of Furniture

Project Sponsor: Ian Turner, Head of Commercial and Assets

Project Manager: Laura Kendall, Category Manager, Commercial Team

Date: 19/02/20

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
The project supports the Council's Business Plan, priorities and MTFS.	Yes	
It is clear what the decision is or what decision is being requested.	Yes	
For decisions going to Cabinet, the CIA findings are reflected in the Cabinet Report and potential impacts are clearly identified and mitigated for (where possible).	Yes	n/a Impacts
The aims, objectives and outcomes of the policy, service or project have been clearly identified.	Yes	
The groups who will be affected by the policy, service or project have been clearly identified.	Yes	
The communities that are likely to be more adversely impacted than others have been clearly identified.	Yes	
Engagement / consultation has been undertaken and is representative of the residents most likely to be affected.	n/a	
A range of people with the appropriate knowledge and expertise have contributed to the CIA.	Yes	
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.	Yes	
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.	Yes	
The next steps to deliver the project have been identified.	Yes	

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>PSED – What are the impacts on residents with a protected characteristic under the Equality Act 2010? <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>	N/A			
<p>Health and Care – 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>	N/A			
<p>Economy – How will the proposal impact on the economy of Staffordshire or impact on the income of Staffordshire's residents?</p>	Both Small-and-Medium Enterprises ('SME') and, occasionally, larger national furniture firms. The Framework Agreement does successfully attract local Staffordshire suppliers with local supply chains.	Successful appointments to the Framework Agreement (and the corresponding supply chains) for this type of employer contribute well to the local economy and the employment market. This type of work provides opportunity to up-skill and train existing and new Staffordshire residents	Incumbent Framework suppliers who have been previously reliant on County Council work could suffer some economic impacts should they not be appointed this time around. This tends to be more prevalent where there may be a very high reliance on County Council work only and/or they are SME.	It is difficult to protect against suppliers who unfortunately are not re-appointed to the new framework. Where applicable remedies such as TUPE are available.

Environment – How will the proposal impact on the physical environment of Staffordshire?	Various groups	The deliverables from this Framework Agreement contribute to improved facilities both internally and on the exterior of the Council estate, e.g. schools and corporate estate – all public facing.	None	None
Localities / Communities – How will the proposal impact on Staffordshire’s communities?	Various groups	As per the Environment inclusion above, plus provision of additional school/educational space (extensions) for local pupils to meet an ever-growing County infrastructure.	None	None

Cabinet Meeting on Wednesday 19 February 2020

Award Approval for the Dynamic Purchasing System for the Provision of Local Service Transport within Staffordshire



Cllr Helen Fisher, Cabinet Member for Highways and Transport said,

“Ensuring we can procure local bus services that meet the needs of our residents and represent good value for taxpayers is really important. Using a new dynamic purchasing system will mean that the often complex procurement process is simplified, so we can respond to the needs of our residents and changes in the local bus service market quickly and efficiently. The system will also give us more flexibility, meaning we will be able to incorporate further changes like emissions standards in the future.”

Report Summary:

The objective of the report is to establish approval for the contract award to Dynamic Purchasing System for the provision of transportation for Local Service Transport within Staffordshire for the period of 1st April 2020 to 31st March 2039 following a restricted OJEU tendering process (DPS).

Recommendation

I recommend that:

- a. The County Council facilitates a DPS for the period of 1st April 2020 to 31st March 2039 to be able to procure Local Bus Services as and when required. At present there is an annual budgeted spend of £1.2m on local bus services, of which £0.7m is from a Department for Transport grant. The latter is confirmed to the Council on an annual basis, so may change over the DPS period in line with any central government policy change. Section 106 funds may in addition be drawn down in line with those individual commitments. It is not envisaged that annual spend from S106 funds would exceed more than £0.8m albeit this is subject to variation.

Local Members Interest
N/A

Cabinet – Wednesday 19 February 2020

Award Approval for the Dynamic Purchasing System for the Provision of Local Service Transport within Staffordshire

Recommendations of the Cabinet Member for Highways and Transport

I recommend that:

- a. The County Council facilitates a DPS for the period of 1st April 2020 to 31st March 2039 to be able to procure Local Bus Services as and when required. At present there is an annual budgeted spend of £1.2m on local bus services, of which £0.7m is from a Department for Transport grant. The latter is confirmed to the Council on an annual basis, so may change over the DPS period in line with any central government policy change. Section 106 funds may in addition be drawn down in line with those individual commitments. It is not envisaged that annual spend from S106 funds would exceed more than £0.8m albeit this is subject to variation.

Report of the Director of Economy, Infrastructure and Skills

Reasons for Recommendations:

1. The County Council has powers under the Transport Act 1985 to procure local bus services to supplement the commercial bus network where it deems this to be necessary. The Council has an annual budgeted spend on local bus services of £1.2 million, of which £0.7m is received as grant from the Department for Transport. In addition, the Council receives developer contributions under Section 106 Agreements for the purposes of providing new transport links to residential and industrial developments. It is envisaged that the DPS will be a key factor in enabling the Council to draw down on already triggered S106 funds and to use new S106 funds in a timely fashion. Spend from S106 funds will vary in line with commitments but is unlikely to exceed a value of £0.8m per annum and nor are any development funded services committed beyond the value of the available S106 contribution.
2. Typically, the value of Local Bus Service contracts is in excess of the Official Journal of the European Union (OJEU) threshold and so must be procured in line with the Public Procurement Regulations 2015. At present we conduct separate OJEU tender exercises to procure Local Bus Services which are time consuming and lengthy in nature. In turn this limits our ability to respond quickly and efficiently to the needs of our residents and changes in the bus service market. Establishing a DPS will enable the procurement of Local Bus Services to be vastly simplified and so made more efficient. A similar system is already in place for the procurement of Home to School Transport, which has proven to be very effective.
3. Although this is a long-term arrangement the DPS is flexible enough to incorporate changes through its lifetime to reflect changes in priorities. This is

particularly relevant to the County Councils Climate Emergency and the development of our Action Plan which will likely require changes in emission's standards in the future.

Legal Implications

4. The setting up of the DPS does not in itself commit the Council to any expenditure. This only occurs when a tender under the DPS is conducted and the resulting contracts awarded. The spend that authority is being requested for under this Report is therefore the potential future spend where a mini competition is run under the DPS between the 1st April 2020 and the end of the DPS being 31st March 2039.
5. Legal Services have reviewed and approved this report and have fully reviewed the Terms and Conditions for the DPS and can confirm the terms and tendering process complies with the Public Procurement Regulations 2015 and advertised in OJEU and Contracts Finder. The advantage of a DPS is that new providers can be added following the date that the DPS is first initiated which will allow for and accommodate the changes in the market that are historically seen in Staffordshire and it will shorten the competition time required for any new routes that the Council is required to accommodate to meet its Transport Act duties specified below.
6. If the DPS is not implemented, there is a risk that on occasion it may be necessary to seek Procurement Exceptions for short term provision pending the ability to conduct a full OJEU tender which takes time, is not as responsive as a DPS and is not ideal as it is not EU Procurement compliant. This in turn would also frustrate the Council's ability to effectively discharge its Transport Act 1985 duty to consider the provision of additional local bus services where it deems necessary.
7. It is not considered that a Community Impact Assessment is required as the DPS is simply a method of procuring services when required. It is confirmed that full consideration is given to the necessity of a CIA each time contracted local bus services are subject to any review.

Resource and Value for Money Implications

8. Setting up a DPS for local bus services will enable the efficient and compliant procurement of these services at prices that are competitive at the time of the mini competition run under that DPS. Once set up, a DPS significantly reduces the amount of officer time required to conduct a tender exercise, enabling a better focus on service delivery and responsiveness to the market.
9. In the absence of a DPS, any short-notice requirements for setting up a local bus service can require short term provision to be put in place following a quote exercise to allow time for a full OJEU tender. This creates additional and unnecessary cost as by their nature these short term contracts attract a price premium which can make service provision more expensive to provide. A DPS allows the Council to respond effectively by procuring the necessary provision for

the full contract term within the required timescales at the then current competitive rates thus avoiding costly short term stop-gap solutions.

List of Background Documents/Appendices:

N/A

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Cabinet Meeting on Wednesday 19 February 2020

Future Model of Carers Services



Cllr Alan White, Deputy Leader and Cabinet Member for Health, Care and Wellbeing said:

“Around the county, thousands of people are providing unpaid care for their loved ones. For most carers, this experience is rewarding, however the responsibility for providing care can have a wide-ranging health, wellbeing and economic impact. By ensuring carers are able to access information, advice and guidance on the support available to them, we can ensure they can continue to care for their loved ones, while also taking care of themselves and their own wellbeing.”



Cllr Mark Sutton, Cabinet Member for Children and Young People said:

“Carers make a tremendous contribution to their families, communities, workplace and society. But young carers in particular can find it difficult to know where to go for help and support. We want to make sure that young carers can get the support they need, are able to meet and socialise with other young people in the same situation as them and, most importantly, are able take a break from their caring role. With our proposed future model of services for carers, we hope to ensure all carers can access the support they need, when they need it, to continue

their caring role.

Report Summary:

‘All Together for Carers’: a Carers Strategy for Staffordshire was jointly developed by Staffordshire County Council (SCC) and the five Staffordshire CCGs. It was endorsed by Cabinet in Autumn 2019 with final approval by the Cabinet Member for Health, Care and Wellbeing through the delegated decision process in November 2019 following sign off by the CCGs. The Strategy includes a commitment to review carers services to ensure delivery of the seven priorities identified within the strategy.

Stakeholders have been engaged with the aim of understanding what does and what does not work well within the current service/pathway and what is important to them from a future carers service. Feedback has been taken into account to develop a future model for carers services and evaluate options for providing this model.

Recommendations

I recommend that Cabinet:

- a. Approves the future model of carers services as detailed in this report.
- b. Approves the preferred option (A) for provision of carers services as detailed in this report.
- c. Approves the commencement of a competitive tender process to procure the commissioned element of Option A, as detailed in this Report.
- d. Delegates approval for the contract to be awarded and entered in to with the successful provider(s), following the competitive tender process to the Director for Health and Care and the Director for Families and Communities.

Local Members Interest
N/A

Cabinet – Wednesday 19 February 2020

Future Model of Carers Services

Recommendations of the Deputy Leader and Cabinet Member for Health, Care and Wellbeing and the Cabinet Member for Children and Young People

I recommend that Cabinet:

- a. Approves the future model of carers services as detailed in this report.
- b. Approves the preferred option (A) for provision of carers services as detailed in this report.
- c. Approves the commencement of a competitive tender process to procure the commissioned element of Option A, as detailed in this Report.
- d. Delegates approval for the contract to be awarded and entered in to with the successful provider(s), following the competitive tender process to the Director for Health and Care and the Director for Families and Communities.

Report of the Director for Health and Care and the Deputy Chief Executive and Director for Families and Communities

Reasons for Recommendations:

1. Every day, thousands of people in Staffordshire support an ill, frail or disabled family member, friend or partner. For most carers the experience of looking after someone close is rewarding, however the responsibility for providing care can have a wide-ranging health, wellbeing and economic impact. Carers make a tremendous contribution to their families, communities, workplace and society, Carers UK estimate that unpaid carers save the economy £132 billion per year. It is estimated that there are 148,000 adult carers and 1,950 young carers in Staffordshire. If just 20 carer breakdowns resulting in admission to residential care are avoided, the cost avoided to the public purse is £0.5m per year.

‘All Together for Carers’

2. ‘All Together for Carers’: a Carers Strategy for Staffordshire was jointly developed by the Council and the five Staffordshire CCGs. It was endorsed by the Health and Wellbeing Board, Healthy Staffordshire Select Committee and Cabinet in Autumn 2019 with final approval by the Cabinet Member for Health, Care and Wellbeing through the delegated decision process in November 2019 following sign off by the CCGs

3. The Strategy commits the Council to working in partnership with carers, health and social care providers, communities and employers with the aspiration to develop a society that is carer friendly, which values and supports carers to fulfil their caring role and maintain their health and wellbeing.
4. The Strategy includes a commitment to review carers services to ensure delivery of the seven priorities: improving information advice and guidance, identifying carers, a life outside of caring, staying healthy, assessment and support, crisis management and recognition and value. The emphasis is on prevention to avoid, reduce or delay dependency on health and social care services by increasing the resilience of individuals and communities, in line with the Council's Strategic Plan (Connected Staffordshire), The Whole Life Disability Strategy and 'All Together for Carers'.

Current Carers Services

5. The Council and the CCGs commission a range of carers services that provide the following functions – as set out in Tables 1a and 1b:
 - a. **Information, advice and guidance** for carers, including signposting to a range of support available in the community;
 - b. **Carers assessment and support planning** under the Care Act 2014; and
 - c. **Support to meet assessed eligible needs.**
6. Tables 1a and 1b below, set out the activity and expenditure of these functions in relation to the current carers services.

Table 1a: Current Carers Services – Activity

Providers		Forecast Activity 2019/20
Information, Advice and Guidance		
1	Carers Hub	910 adult carers 25 young carers
2	Staffordshire County Council	<i>The volume of information, advice and guidance provided specifically to carers is not currently recorded separately.</i>
Carers Assessment		
3	Carers Hub	430 adult carers 160 young carers
4	Staffordshire County Council & MPFT	Joint Assessments: 6,250 Separate Carers Assessments: 270
Support to Meet Assessed Eligible Needs		
6	The Carers Hub	430 adult carers 160 young carers
7	Carers Direct Payments	20 carers
8	Home Based Replacement Care	200 Carers supported with 23,000 hours of care
9	Residential Replacement Care	Direct Payments: 90 Contracted: Learning Disabilities - 725 episodes contracted; Older People and Physical Disabilities: 975

	episodes contracted
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Table 1b: Current Carers Services – Expenditure

Providers		Maximum Contract Value 2019/20 (£k)		
		SCC	CCGs	Total
Information, Advice and Guidance				
1	Carers Hub	86	115*	201
2	Staffordshire County Council	<i>The cost of information, advice and guidance specifically for carers is not recorded separately.</i>		
Carers Assessment				
3	Carers Hub	141	189*	330
4	Staffordshire County Council & MPFT	<i>The cost specifically of assessments for carers is not recorded separately.</i>		
Support to Meet Assessed Eligible Needs				
6	The Carers Hub <i>inclusive of the Personal Wellbeing Budget</i>	173	297*	470
7	Carers Direct Payments			26
8	Home Based Replacement Care	4,060	800 #	387
9	Residential Replacement Care			4,447
Total		4,460	1,401	5,861

*This is part of the Better Care Fund transfer from CCGs to the Council for adult social care services in support of health

#This is part of the Better Care Fund transfer from CCGs to the Council for implementation of the Care Act 2014

Engagement

7. On the 13th November 2019, the Council launched a period of engagement with carers, professionals and other stakeholders, with the aim of understanding what does and what does not work well within the current service/pathway and what is important to them from a future carers service. The engagement ended on the 3rd January 2020.
8. The engagement was advertised through the Council's webpages, social media and staff e-newsletters, as well as promoted via a press release and through a number of public, private and voluntary organisations. In addition, it was discussed through a number of carer groups and professional boards.
9. People could share their feedback in writing (letter or email), in person (by attending one of three drop-in events across the County) or online (via completion of a survey). Carers could also schedule a one to one telephone discussion with the responsible Commissioning Officer. Table 2 shows the number of responses.

Table 2: Responses to Engagement

Method	Number of responses
Surveys – online, posted and emailed	75
Engagement Events	8
Telephone Calls	3
Carer Support Groups/ Forums	151

Market Engagement Event	13
Young Carer Specific	36
Previous Engagement (Carers Strategy)	250

10. The overwhelming feedback highlighted the importance of being able to access information, advice and guidance about where and how to find support: carers said that they found it hard to understand what support is available, and whether they are eligible.
11. Feedback also echoed common themes from previous engagement on the ‘All Together for Carers’, as below. A full summary of the feedback can be found in Appendix One.
- a. The majority of carers see real benefit in accessing a group in order to develop a support network and have time for themselves outside of their caring role. However not all carers want to attend groups specifically for carers and would prefer to use this time to explore their own hobbies and interests, enabling them to retain a sense of themselves before they became a carer and develop genuine friendships.
 - b. Breaks are invaluable for carers. Many carers favoured a regular break for a few hours over a less frequent short break, in order to provide opportunities to regularly ‘recharge their batteries’ and maintain relationships.
 - c. The Council and the CCGs should review the carers pathway and current commissioned service to ensure a clear point of contact and access, removing the need for carers to repeat their story and strengthen relationships and joint working, both with each other and with the private, voluntary and community sector, to reduce duplication, improve collaborative working and to ensure that “All Together for Carers” becomes a reality.
12. Specifically, in terms of young carers, key themes identified through the engagement are:
- a. Young carers felt it was difficult to know where to go for help and support, but once they knew where to ask for help, getting the help itself was easy.
 - b. Whilst their caring role didn’t impact on their actual school life, it does have a big impact on being able to do homework and study at home, due to not being able to concentrate and caring taking up much of their time.
 - c. In terms of what help makes the most difference, the majority of young carers stated that being allowed to have a break from caring and meet people in the same situation, is most important, because many of their friends don’t understand the difficulties of being a young carer and their opportunities to socialise can be limited due to their caring role.

Future Model of Carers Services

13. Taking into account the feedback from stakeholders and learning from a review of the carers service and pathway, the intention is to develop an integrated future model of carers services that offers:
- a. High quality and easily accessible **information, advice and guidance** that explains where and how to find support and who is likely to be eligible including an initial assessment of need where appropriate and active referral on to the preventative support offer and beyond as necessary;
 - b. An enhanced range of **preventive support in the community** to prevent, reduce or delay the need for additional and higher cost support;
 - c. Further **assessment and support planning** where necessary; and
 - d. Access to **formal support to meet assessed eligible needs** on a basis that is transparent and equitable.
14. The future model includes three services: a **contact point**, a **carers well-being partnership**, and further **assessment and support planning**, with active referral routes and information sharing between them as shown in Figure 1.

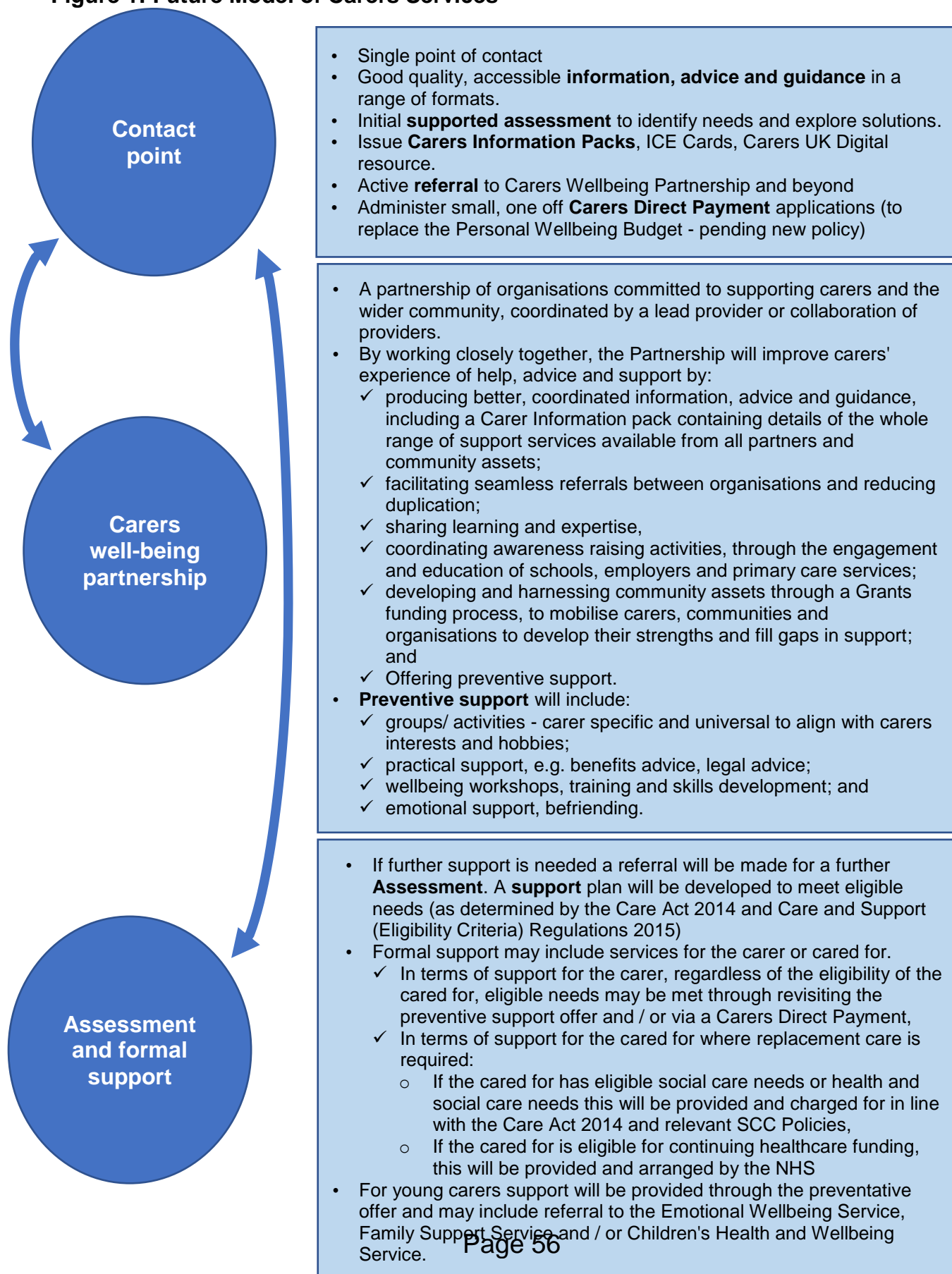
Options for the Provision of Carers Services

15. The future model of carers services needs to achieve the following **outcomes**:
- a. Enable delivery of statutory duties;
 - b. Support delivery of the Carers Strategy;
 - c. Financially sustainable and value for money;
 - d. Offer social value by supporting individual and community resilience; and
 - e. Manage operational and reputational risk.
16. **Three options** for provision of carers services have been identified, as shown in Table 3. These have been evaluated against the outcomes, as summarised below. A summary of evaluation against the outcomes can be found in Appendix Two.

Table 3: Options for the Provision of Carers Services

Option	Contact Point	Carers well-being partnership	Assessment and support planning
A	Directly provided by the Council	Commissioned externally	Directly provided by the Council and MPFT
B	Commissioned externally	Commissioned externally	Directly provided by the Council and MPFT
C	Commissioned externally	Commissioned externally	Commissioned externally

Figure 1: Future Model of Carers Services



- Single point of contact
- Good quality, accessible **information, advice and guidance** in a range of formats.
- Initial **supported assessment** to identify needs and explore solutions.
- Issue **Carers Information Packs**, ICE Cards, Carers UK Digital resource.
- Active **referral** to Carers Wellbeing Partnership and beyond
- Administer small, one off **Carers Direct Payment** applications (to replace the Personal Wellbeing Budget - pending new policy)

- A partnership of organisations committed to supporting carers and the wider community, coordinated by a lead provider or collaboration of providers.
- By working closely together, the Partnership will improve carers' experience of help, advice and support by:
 - ✓ producing better, coordinated information, advice and guidance, including a Carer Information pack containing details of the whole range of support services available from all partners and community assets;
 - ✓ facilitating seamless referrals between organisations and reducing duplication;
 - ✓ sharing learning and expertise,
 - ✓ coordinating awareness raising activities, through the engagement and education of schools, employers and primary care services;
 - ✓ developing and harnessing community assets through a Grants funding process, to mobilise carers, communities and organisations to develop their strengths and fill gaps in support; and
 - ✓ Offering preventive support.
- **Preventive support** will include:
 - ✓ groups/ activities - carer specific and universal to align with carers interests and hobbies;
 - ✓ practical support, e.g. benefits advice, legal advice;
 - ✓ wellbeing workshops, training and skills development; and
 - ✓ emotional support, befriending.

- If further support is needed a referral will be made for a further **Assessment**. A **support** plan will be developed to meet eligible needs (as determined by the Care Act 2014 and Care and Support (Eligibility Criteria) Regulations 2015)
- Formal support may include services for the carer or cared for.
 - ✓ In terms of support for the carer, regardless of the eligibility of the cared for, eligible needs may be met through revisiting the preventative support offer and / or via a Carers Direct Payment,
 - ✓ In terms of support for the cared for where replacement care is required:
 - If the cared for has eligible social care needs or health and social care needs this will be provided and charged for in line with the Care Act 2014 and relevant SCC Policies,
 - If the cared for is eligible for continuing healthcare funding, this will be provided and arranged by the NHS
- For young carers support will be provided through the preventative offer and may include referral to the Emotional Wellbeing Service, Family Support Service and / or Children's Health and Wellbeing Service.

17. Option A:

Advantages

- a. Enables the identification of carers who may contact the Council for support for the cared for.
- b. Single point of contact for carers and the cared for reduces repetition of storytelling.
- c. The Council already has a single point of contact for multiple support functions that is widely known.
- d. Existing systems and infrastructure, in terms of back office functions and Council's Care Management System.
- e. Enables holistic assessment of the carer and cared for.
- f. It is the Council's statutory duty and function to deliver Care Act compliant assessments.

Disadvantages

- a. Carer may have to repeat elements of their story when accessing the carers well-being partnership.

Mitigating Actions

- a. Robust information sharing agreement that adheres to all necessary information governance protocols to enable the sharing of information reducing the need for carers to repeat elements of their story.

18. Option B:

Advantages

- a. This model overcomes those who may be reluctant to contact the Council to meet their needs as a carer.
- b. The initial point of contact and support function is likely to be delivered by the same provider reducing handover.

Disadvantages

- a. Separate route for the cared for and the carer, thus meaning repetition of story.
- b. If a carer requires formal support, there would need to be a handover of information back to the Council and a change in the person providing support.
- c. Commissioned provider would be unlikely to access the Council's Care Management System to aid in the handover of information.

Mitigating Actions

a. Investment would be required in order to resolve data sharing issues.

19. Option C:

Advantages

- a. This model overcomes those who may be reluctant to contact the Council to meet their needs as a carer.
- b. The initial point of contact, assessment and support function is likely to be delivered by the same provider reducing handover.

Disadvantages

- a. Separate route for the cared for and the carer, thus meaning repetition of story.
- b. If a carer requires specific types of support i.e. replacement care, there would be a handover of information back to the council and a change in the person providing support.
- c. Commissioned provider would be unlikely to access the Council's Care Management System to aid in the handover of information.

Mitigating Actions

a. Investment would be required in order to resolve data sharing issues.

20. The **preferred option A** is for the contact point, and assessment and support planning to be directly provided by the Council and Midlands Partnership NHS Foundation Trust (MPFT), and for the co-ordination of preventative support in the community through a 'carers well-being partnership' to be commissioned externally. Current investment levels will be maintained with an anticipated budget for services as shown in Table 4. By spending less on the contact and assessment functions, we will be able to invest £500k on preventive support in the community and increase the Carers Direct Payment budget by £200k to replace the current Personal Wellbeing Budget.

Table 4: Anticipated Budget for Carers Services under Option A

Providers		Annual Budget (£k)		
		SCC	CCGs	Total
Information, Advice and Guidance				
1	Staffordshire County Council	107	-	107
Preventive support in the community				
2	Carers well-being partnership	-	501*	501
Carers Assessment				
3	Staffordshire County Council & MPFT	193	-	193
Support to Meet Assessed Eligible Needs				
4	Carers Direct Payments			226
5	Home Based Replacement Care	4,160	900*	387

6	Residential Replacement Care			4,447
Total		4,460	1,401	5,861

**This is part of the Better Care Fund transfer from CCGs to the Council for adult social care services in support of health and for implementation of the Care Act 2014*

Self-Directed Support

21. The Personal Wellbeing Budget currently provides a one-off payment to meet carers assessed eligible needs that cannot be met through other forms of information, advice and support currently offered by the Carers Hub. The Personal Wellbeing Budget was intended to replace Carers Direct Payments at contract commencement in October 2015, therefore only a few historical Carers Direct Payments remain. The expenditure on the Personal Wellbeing Budget has gone down as access to other forms of support has increased.
22. Under option A, we intend to replace the Personal Wellbeing Budget with a new Carers Direct Payment with clear guidance and eligibility criteria. We will continue to first utilise the information and advice available via the contact point and support available in the community through the Carers Wellbeing Partnership to prevent or delay the need for higher cost support. Two types of Carers Direct Payments may be available following an assessment, a one-off Carers Direct Payment or a recurring Carers Direct Payment aligned to assessed eligible need subject to annual review. Investing £500k on preventive support in the community and increasing the Carers Direct Payment budget by £200k will enable us to continue to support carers with eligible needs as the number of carers increases.

Scrutiny Feedback

23. The Cabinet report and recommendations have been considered in draft form by the Healthy Staffordshire Select Committee and the Safe and Strong Communities Select Committee on 3rd February 2020. Table 5 highlights the points raised by the Committee's for consideration and our proposed action:

Table 5: Anticipated Budget for Carers Services under Option A

Committee Comments:	Actions:
Further consider options for young carers to make contact via methods alternative to telephone or face to face, e.g. online, email, text.	To be included in the further design stage of the project.
Further explore information, advice and guidance (digital and non-digital means) and awareness raising to ensure Local Members, District and Borough Councillors and Primary Care Services, including those responsible for Social Prescribing know where to signpost carers for help and support. Consider the distribution of a resource pack to relevant stakeholders.	To be included in the further design stage and implementation planning. To continue to link in with the Supportive Communities project in terms of the digital and non-digital information, advice and guidance offer including Community Help Points.
Expand the ways in which we currently engage	To be progressed with the

with schools, including liaison with SEND Hubs to support awareness raising and identification of young carers.	Cabinet Member for Children and Young People.
Mitigation of risk highlighted within Table Five and Appendix Three relating to the engagement of schools due to completing priorities.	To be raised with the Cabinet Support Member for Learning and Employability as and when required.
Provide a breakdown of spend under the Personal Wellbeing Budget as well as services/ support available from the current commissioned service to the Healthy Staffordshire Select Committee and the Safe and Strong Communities Select Committee.	Completed 5 th February 2020

Community Impact Assessment (CIA):

24. Table 5 summaries the key findings of the CIA. An Executive Summary is included in Appendix Three with the full CIA accessible as a Background Reference Document.

Table 5: Key findings of the CIA

Domains	Benefits	Risks	Mitigations / Recommendations
PSED: Disability Age	The recommission of Carers Services is intended to support implementation of the Carers Strategy, which sets out our intention to: <ul style="list-style-type: none"> • help those carers who have eligible assessed needs and provide support in times of crisis, • protect young carers from inappropriate levels of caring, 	We have undertaken a review of our current commissioned support arrangements, in line with the natural end of the contract. As a result, carers may experience a change in their support provider. There may be a low risk of complaint and challenge from Citizens if they do not feel that their views have been taken into account when designing the future service.	We have undertaken a period of consultation with carers and other impacted stakeholders which commenced November 2019 ending early January 2020. Each proposed future delivery option has been evaluated against a series of drivers and tests, which includes how each option takes into account the feedback obtained through engagement. TUPE may be applicable, thus providing the potential for continuity of staffing in particular circumstances. Support will be sought from Legal and HR. As the service is
Health & Care: Healthy Lifestyles Access to Social Care Mental Health and Wellbeing	The recommission of Carers Services is intended to support implementation of the Carers Strategy, the Strategy outlines the foundations for carers physical and mental health to be supported by early identification, compliant assessments and good crisis prevention within carer friendly communities. We have undertaken a review of the carers pathway to ensure a clear point of contact and access which is equitable.		
Economy:	The future carers service may		

<p>Economic Growth Poverty and Income Workplace Health & Environments</p>	<p>provide the opportunity for Carer Support providers to expand as well as encourage new Providers to the county.</p> <p>The strategy:</p> <ul style="list-style-type: none"> • outlines SCC's intention to signpost Carers who want more information about benefits, grants and financial management, • sets out plans to develop carer friendly workplaces in order to encourage carers into and maintain employment. 	<p>SCC's carer self-directed support offer will be reviewed which could result in a change to the personalised support options available.</p>	<p>based on an intervention and discharge approach, the likely impact due to a change in provider is likely to be less than traditional services. We will work closely with the incumbent provider to ensure any transition for carers is managed sensitively, through an implementation phase.</p>
<p>Localities/ Communities:</p> <p>Community Development/ Capacity Educational Attainment and Training</p>	<p>The recommissioning of Carers Services is intended to support implementation of the Carers Strategy the strategy:</p> <ul style="list-style-type: none"> • supports an asset-based approach to drive the development of community capacity • commits SCC to improve the way we work with schools and other agencies who come into contact with children and young people, to better identify young carers. 	<p>There is a high level of demand and expectation of the Community, with limited financial resource to support investment.</p> <p>There is a risk that schools will not actively engage due to competing priorities.</p>	<p>To continue to work in partnership with Public Health to identify and raise awareness of community capacity as well as identify gaps.</p> <p>To continue to work in partnership with Children's Commissioners and Operational colleagues to shape the strategy and future service delivery.</p>

List of Background Documents/Appendices:

Appendix One – Carers Engagement Summary

Appendix Two – Evaluation of Options for the Provision of Carers Services

Appendix Three – Community Impact Assessment – Summary Document

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Appendix One: Carers Future Options Engagement Summary

1. Adult carers feedback obtained through all forms of consultation is summarised as follows:

When you first start to think about your needs as a carer, how would you prefer to find information, advice and guidance?	The majority of Carers advised they would	- Source information, advice and guidance via searching the internet, through a dedicated carers service or by speaking to friends and other carers
	A number of Carers advised they would	- Source information, advice and guidance by speaking to somebody who already knows their story, through social media, the Council's website, or speaking to somebody at their doctor's surgery
	A few carers advised they would	- Source information, advice and guidance via Staffordshire Connects, other support mechanisms such as hospice, school or coffee mornings offered by day opportunity services
When you first tell your story or talk about the information or support you may need, how would you prefer to do this?	The majority of Carers preferred to	- Undertake this face to face either at their home or another location or over the telephone
	A number of Carers preferred to	- Conduct an online self-assessment - Tell their story when they first engage with social care regarding the needs of the person they are caring for
	A few carers preferred to	- Have their assessment conducted at the same time as the person they are caring for's assessment
If you currently access services or receive support as a carer, what works well for you in terms of the support you currently receive?	The majority of Carers responded:	- Having somebody to talk to that understands the caring role - Regular breaks from caring through the provision of replacement care
	A number of Carers responded:	- Having access to the Personal Wellbeing Budget to enable time away from caring to pursue hobbies
	A few responded: carers	- Gaining support to receive carers allowance - Having access to a carer direct payment
If you currently access services or receive support as	The majority of Carers advised	- That they were unaware what support was available, from where and if they were eligible, in particular with regards to the Personal Wellbeing Budget - Existing carers groups are not tailored to the interests or needs of many carers

a carer what does not work well in terms of the support you currently receive?		- Lack of coordinated support, duplication causes confusion
	A number of Carers advised	- The need to constantly repeat your story and the emotional toll this can take - No dedicated support for Young Adult Carers 18-25, groups are either for Young Carers or older adults
	A few carers advised	- There is a lack of employer liaison and support as well as a lack of support with transport
What makes/ would make the biggest positive difference to help you to carry on caring?	The majority of Carers responded:	- Support dealing with benefits and form filling - The ability to have a life outside of the caring role - Talking to somebody with similar experiences or who could offer advice - Access to a range of groups to align with carers interests, needs and age
	A number of Carers responded:	- To know where to access support and eligibility - Support with emergency and contingency planning - Help to find activities that the cared for can access to enable the carer to have a break - Support with odd jobs such as mowing the lawn and collecting prescriptions
	A few carers responded:	- Employer liaison and support - Training to support with the caring role
If attending a regular group would support you to continue caring, which of the following are important to you?	The majority of Carers	- Saw value to existing carers group, however they do not meet the needs of some carers, e.g. young adult carers, working carers or those that would prefer to spend their time away from caring doing something aligned to their hobbies and interests - Wanted to attend groups during the day
	A number of Carers	- Advised that they would like to attend groups in the evening and weekends - Would like to bring the person they are caring for along with them to have fun and make friends to enable the carer to enjoy themselves without worrying
	A few carers	- Reported that they had no interest in attending groups
If you were able to take a break from your caring role how would you prefer to do this?	The majority of Carers	- Prefer to access a regular break for a few hours to socialise and maintain friendships or to pursue their own hobbies and interests
	A number of Carers	- Would prefer to access an annual short break - Would find benefit from a respite budget per annum to use as needed
	A few carers	-
Do you have any other comments or suggestions you would like us to take in to account?	The majority of Carers	-
	A number of Carers highlighted	- The need to ensure information, advice and support aligns to the needs of the person carers are looking after, support needs to be tailored

	A few carers highlighted	<ul style="list-style-type: none"> - that Carers often do not have the time or energy to research things for themselves, effort tends to be invested more in the person being cared for. It would be of great value to be offered regular health checks and moral support in coping with the responsibilities of caring - Support needs to be spread across the County
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2. Professionals & Other Stakeholders feedback obtained through all forms of consultation is summarised as follows:

Do you know where to signpost Carers to obtain an assessment of their needs?	The majority of Stakeholders	- Advised that they knew where to signpost a carer, however in terms of where they would signpost carers this varied from Staffordshire County Council, to the current commissioned service and to other third-party organisations operating in the local area but not currently commissioned by the Council or CCG's
	A number of Stakeholders	-
	A few Stakeholders	- Did not know where to signpost carers
How would you prefer to source information, advice and guidance when supporting or signposting a Carer?	The majority of Stakeholders	- Would source information from a dedicated carers service or the internet
	A number of Stakeholders	- Would speak to colleagues, utilise Staffordshire Connects or the County Council website to source carers specific information
	A few Stakeholders	-
What would be the most effective way for us to communicate any changes to commissioned services or service pathways to you?	The majority of Stakeholders	- Advised that email or attendance at team meetings would be the best way to communicate any changes to services to them
	A number of Stakeholders	- Advised that posters that can be displayed in their place of work would be the best way to communicate any changes to services to them
	A few Stakeholders	- Advised that a digital newsletter or personal face to face meetings would be the best way to communicate any changes to services to them
Through your interaction with carers, what have Carers told you makes/ would make the biggest positive difference to help them to continue caring?	The majority of Stakeholders responded:	<ul style="list-style-type: none"> - An easy way to find and access information, advice and support when needed, including advice about likely eligibility - The opportunity to have some time to themselves - Emergency and contingency planning - Practical support – advice on benefits and form filling - Having someone to phone up and talk to when the caring role gets difficult
	A number of	- Meeting other carers in the same situation

	Stakeholders responded:	- Respite (emergency and regular)
	A few Stakeholders responded:	- Condition specific information - Availability of training that can help them in their caring role, such as first aid and manual handling
Do you have any other comments or suggestions you would like us to take in to account?	The majority of Stakeholders highlighted	-
	A number of Stakeholders highlighted	- A need to improve response times, the identification of carers and the geographical spread of support across the County
	A few Stakeholders highlighted	- The need to specifically improve the offer for specific groups of carers including young adult carers, working age carers and those caring for individuals with poor mental health and Autistic Spectrum Conditions

3. Young carers feedback obtained through all forms of consultation is summarised as follows:

When and how did you first realise you were a Young Carer?	The majority of Young Carers	- Realised they were a young carer between the age of 5 and 9 years of age after being informed by their parents
	A number of Young Carers	- Were informed that they were a young carer by a Young Carers Key Worker or Social Worker
	A few Young Carers	- Realised they were a young carer between the age of 10 and 15 years of age - Were informed that they were a young carer by relative, teacher, doctor or friend.
What happened to make you realise you needed to speak to someone?	The majority of Young Carers advised they	- Were told that they needed to speak to somebody to get help - Experienced a high level of stress which caused them to confide in somebody
	A number of Young Carers advised they	- The person they care for became ill or had an accident - Their caring role became 'too much'
	A few Young Carers advised they	- Realised on diagnosis of the person they are caring for - Felt lonely
Did you feel that you could ask	The majority of Young Carers	- Felt that they could ask for help if needed - Would seek support from their existing young carers service or parents,

for help and did you know where to get it?	A number of Young Carers	- Would seek support from their teachers, other relatives or friends
	A few Young Carers	- Felt that they could not ask for help if needed
Why do you think some Young Carer's don't tell anyone about it or wait a long time to?	The majority of Young Carers felt that	- Young Carers might be scared, anxious or stressed, unsure who to tell or think they can handle it on their own.
	A number of Young Carers felt that	- Young Carers may not want to worry anybody, they don't see anything wrong as it is normal for them or they may be embarrassed or ashamed
	A few Young Carers felt that	- Young Carers may be too shy to speak to anybody, think they are the only person in this position or do not want to bother anybody
Who do you confide in?	The majority of Young Carers	- Advised that they confide in parents or teachers
	A number of Young Carers	- Confide in friends, other family members or a young carer key worker
	A few Young Carers	- Speak to their social worker - Do not want to confide in anybody
Do you prefer to speak to someone you know or someone you don't know?	The majority of Young Carers	- Prefer to speak to somebody they already know
	A number of Young Carers	- Don't have a preference and are just as likely to confide in somebody new to them as somebody they already know
	A few Young Carers	- Prefer to speak to somebody they don't know
How easy do you think it is for a young carer to get help?	The majority of Young Carers	- Advised that it was easy to get help but only if you know where to go
	A number of Young Carers	- Advised that it was hard to know who to speak to in order to get help
	A few Young Carers	-
Does caring have an impact on your school life?	The majority of Young Carers	- Did not feel that caring impacted on their school life but it did impact on their ability to study at home, mainly because they don't have time to undertake homework due to their caring role and they struggle to concentrate
	A number of Young Carers	- Have had to take time off school due to their caring role - Worry about the person they are caring for when they are not at home

	A few Young Carers	- Struggled to undertake home work because parents don't have the time to help
Does caring impact on your friendships?	The majority of Young Carers advised that	- They couldn't have friends at their house or couldn't go out to spend time with friends due to their caring role - Their friends didn't understand the difficulties of being a young carer
	A number of Young Carers advised that	- Caring didn't have an impact on their friendships
	A few Young Carers	-
Thinking about caring, what worries you most?	The majority of Young Carers	- Reported that they worried about the person they care for becoming ill, having an accident and/ or never getting better - Worried about being away from the person they are caring for
	A number of Young Carers	- Advised that they did not worry
	A few Young Carers	- Worried about people not understanding, not being able to cope, the person they are caring for having to go through an operation, relapsing or death
What help has made the most difference to you?	The majority of Young Carers reported:	- Meeting other people who understand the realities of being a young carer - Having a break from their caring role
	A number of Young Carers reported:	- Speaking to someone who understands - Help and support from parents
	A few Young Carers reported:	- Support from school - Found comfort in journaling - Being able to talk about their caring role

Appendix Two: Evaluation of Options for the Provision of Carers Services

Outcomes and Tests

- The following outcomes and tests have been used to evaluate the options for the provision of carers services:

Outcomes	Tests	
Enables delivery of statutory duties and responsibilities <i>(Pass/ Fail)</i>	1	Promotes individual wellbeing, supports the provision of information and advice, and the identification of services, facilities and resources already available within the community, which could be used to meet needs.
	2	Enables the identification of carers of all ages within the authority's area with needs for support
	3	Supports all stakeholders - the NHS*, SCC Adult Social Care and Children's and Families to meet their statutory duties and responsibilities to carers of all ages, in terms of assessment and support planning through a whole family approach.
Supports the delivery of the Carers Strategy	4	Carer support organisations work in partnership with the Council, NHS, third sector, employers, carers, local communities and in collaboration with each other to develop a carer friendly society with a clear focus on maintaining carer health and wellbeing. To make 'All together for carers' a reality.
	5	A clear and wholistic information, advice and support offer embedded within local communities.
	6	Consistency and simplicity of operating model. A clear point of contact and access, underpinned by a clear and equitable pathway, reducing the number of times the carer is required to repeat their story, ensuring those with eligible need receive the right support, at the right time with plans to reduce or delay longer term support needs.
Financially sustainable and value for money	7	Is cost-effective and financially sustainable in the long term
	8	Delivers process and financial efficiencies to drive performance improvements.
	9	To increase reach/ the knowledge of and identification of carers (as per stat duties) - but without increasing dependency on funded services.
Offer's social value by supporting to increase individual and community resilience	10	Provide a safe, equitable and high-quality pathway, that is flexible across the county and
	11	Spreads funding across a number of carer and community support organisations with the aim of increasing our preventative offer reducing the need for costly services/ interventions.
	12	Delivers innovation and creativity to work in more modern, effective and lower cost ways.
Manages operational and	13	Supports and enhances the delivery of council and NHS* agenda's and enablers e.g. "people helping people",

reputational risk		"#doingourbit, #didyouknow, and encourages people to take responsibility for their own health and well-being, and plan for their future, so that we can support those who really need it.
	14	Takes into account the outcome of engagement with carers and other stakeholders, whilst delivering value for money for Staffordshire residents.
	15	Supports Council's strategic priorities e.g. create more better paid jobs for Staffordshire residents, inspire healthy and independent living, access to employment, education and training opportunities, support more families and children to look after themselves, stay safe and well.

Note: *Red* domains are pass/ fail tests.

2. *Specific NHS statutory duties, responsibilities and agenda's relevant to Carers are:
 - a. The social prescribing model,
 - b. The "supporting carers in general practice: a framework of quality markers" from the CQC and the use of the carers toolkit from NHS England in primary care,
 - c. The CCG's Improvement and Assessment Framework (IAF) indicator that carers with a long-term condition feel supported to manage their condition.

Discounted Options

3. Prior to the evaluation, the following options were considered in detail by the Council and the CCG and subsequently disregarded, thus not being formally evaluated:
 - a. **Option D: One commissioned provider delivers all parts of the pathway.**
 - i. Failure to align with the Carers Strategy, in terms of the Council and CCG's commitment improve relationship and collaborative working with voluntary and community sector to ensure that "All Together for Carers" becomes a reality.
 - ii. This option is not consistent with the feedback obtained from carers and other stakeholders who believed funding should be spread across a number of carers support organisations.
 - b. **Option E: The Council delivers all parts of the pathway.**
 - i. For the reasons identified above, and
 - ii. The Council does not have the internal resources to deliver the preventative support element.
 - c. **Option F: Multiple commissioned provider delivers across the pathway including on a locality and specialism basis.**
 - i. Failure to align with the Carers Strategy in terms of providing a clear, single point of contact and access, underpinned by a clear and equitable pathway, reducing the number of times the carer is required to repeat their story and reducing the number of handoffs.

Wider Discussion Points

4. During the options evaluation the following discussion points were noted by the evaluation panel as key:
 - a. Data confidence issues in respect of recording both volume and needs of carers,
 - b. A programme of training will need to be developed in order to ensure that the new pathway is fully and consistently embedded into practice,
 - c. The council needs to drive genuine partnership working to ensure that any required commissioned arrangements can be realised,
 - d. Any element of the pathway needs to align with the NHS statutory duties, responsibilities and agenda', giving particular regard to social prescribing as well as the need to align to the Councils Supportive Communities Programme. This will be achieved through the development of the specification, in collaboration with the CCG.

Evaluation Summary

5. The options for the provision of carers services, as outlined in Table 1 were identified for evaluation.

Table 1: Options for the Provision of Carers Services

Option	Contact Point	Carers well-being partnership	Assessment and support planning
A	Directly provided by the Council	Commissioned externally	Directly provided by the Council and MPFT
B	Commissioned externally	Commissioned externally	Directly provided by the Council and MPFT
C	Commissioned externally	Commissioned externally	Commissioned externally

6. A summary of the evaluation against the outcomes is shown in Table 2.

Table 2: A summary of Evaluation Against the Identified Options for the Provision of Carers Services

Options	Enables delivery of statutory duties and responsibilities (Pass/ Fail)			Supports the delivery of the Carers Strategy			Financially sustainable and value for money			Offer's social value by supporting to increase individual and community resilience			Manages operational and reputational risk			Outcome
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	
A	Y	Y	Y	Y	Y	Y	Y	Y	P	Y	Y	Y	Y	Y	Y	Preferred option
B	Y	Y	Y	Y	P	N	Y	Y	P	P	Y	P	P	Y	Y	
C	Y	Y	Y	Y	P	N	Y	Y	P	P	Y	P	P	Y	Y	

The *red* element indicates pass/ fail criteria.

Scoring Methodology:

Yes	Strong delivery against drivers/ tests
Partially	Partial delivery against driver/ tests
No	No or minimal delivery against drivers/ tests



Appendix Three: Community Impact Assessment – Checklist and Executive Summary

Name of Proposal: Future Model of Carers Services

Project Sponsor: Dr Richard Harling, Director for Health & Care

Project Manager: Taryn Poole, Commissioning Officer, AAD & Mental Health
Commissioning Team

Date: 04/02/20

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	Comments/Actions
The project supports the Council's Business Plan, priorities and MTFS.	✓	
It is clear what the decision is or what decision is being requested.	✓	In October 2019, Cabinet agreed the commencement of a detailed evidence-based options appraisal on the future delivery options for Staffordshire's All Age Carers Assessment and Support Service, including a six-week period of engagement with those who might be affected, with a return to Cabinet in February 2020. Cabinet are recommended to approve the recommended option for the future delivery of Staffordshire's All Age Carers Assessment and Support Service.
For decisions going to Cabinet, the CIA findings are reflected in the Cabinet Report and potential impacts are clearly identified and mitigated for (where possible).	✓	
The aims, objectives and outcomes of the policy, service or project have been clearly identified.	✓	As per the Strategic Vision and principles of The Care Act 2014 and Children & Families Act (2014) and in line with the Whole Life Disability Strategy and All Age Carers Strategy 'All Together for Carers'.
The groups who will be affected by the policy, service or project have been clearly identified.	✓	
The communities that are likely to be more adversely impacted than others have been clearly identified.	✓	
Engagement / consultation has been undertaken and is representative of the residents most likely to be affected.	✓	We have undertaken a period of consultation with carers, professionals and other impacted stakeholders through November and December 2019, continuing into early January 2020.
A range of people with the appropriate knowledge and expertise have contributed to the CIA.	✓	
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.	✓	Evidence used: <ul style="list-style-type: none"> • Engagement feedback (from a range of key stakeholders) • Legislation and good practice guidance • National and local data

Checklist	Action Completed	Comments/Actions
		<ul style="list-style-type: none"> Performance data for SCC and relevant contractual arrangements.
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.	✓	Please see relevant section
The next steps to deliver the project have been identified.	✓	New arrangements to commence from the 1 st October 2020 to align with the expiration of current contractual arrangements..

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
PSED	Disability	The recommission of Carers	We have undertaken a review of	We have undertaken a period of

<p>What are the impacts on residents with a protected characteristic under the Equality Act 2010? 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.</p>	<p>Age Impact on SCC staff</p>	<p>Assessment and Support Services is intended to support implementation of the Carers Strategy, the Strategy:</p> <ul style="list-style-type: none"> - sets out our requirement to help those carers who have eligible assessed needs and provide support in times of crisis. - Commits SCC to review (and amend as necessary) our current self-directed support offer with a view to making our offer easier to navigate for both carers and professionals, enabling carers to express choice and control, as per the Care Act 2014, when selecting their support, but not at any cost. - Illustrates SCC's continued intention to protect young carers from inappropriate levels of caring so that they are afforded the same life and educational opportunities as any other child. - places the health and wellbeing of all carers as a priority, including SCC staff who have caring responsibilities. 	<p>our current commissioned support arrangements, in line with the natural end of the contract. As a result, carers may experience a change in their support provider.</p> <p>There may be a low risk of complaint and challenge from Citizens if they do not feel that their views have been taken into account when designing the future service.</p>	<p>consultation with carers, professionals and other impacted stakeholders through November and December 2019, continuing into early January 2020. Each proposed future delivery option has been evaluated against a series of drivers and tests, which includes how each option takes into account the feedback obtained through engagement with carers, professionals and other impacted stakeholders.</p> <p>To continue to work in partnership with Children's Commissioners and Operational colleagues to shape the strategy and future service delivery.</p> <p>TUPE may be applicable, thus providing the potential for continuity of staffing in particular circumstances. Support will be sought from Legal and HR as appropriate.</p> <p>As the service is based on an intervention and discharge approach, the likely impact due to a change in provider is likely to be less than traditional services where they may have had contact with one individual or team daily for an extended period. With young carers, there is more of a case management function in which the assessor maintains contact with the young person and family prior to discharge, so the impact may be slightly more than adult carers. However, we will work closely with the incumbent provider to ensure any transition for carers is managed sensitively, through an implementation phase.</p>
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Health and Care	Healthy Lifestyles	The recommissioning of Carers	SCC's carer self-directed	We have undertaken a period of
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<p>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>Access to Social Care Independent Living Mental Health and Wellbeing Safeguarding</p>	<p>Assessment and Support Services is intended to support implementation of the Carers Strategy, the Strategy:</p> <ul style="list-style-type: none"> - Outlines the foundations for carers physical health, mental health and emotional wellbeing to be supported by early identification, compliant assessments and good crisis prevention and intervention, within carers friendly communities. - sets out an aspiration to develop a society that is carer friendly, which values and supports carers to fulfil their caring role and maintain their health and wellbeing. Placing emphasis on prevention to avoid, reduce or delay dependency on health and care services by increasing the resilience of individuals and communities. - will have an indirect impact on the cared for, by supporting carers to care for as long as they are safely able to, at home with their family and in their communities, thus reducing the need for alternative long-term provision. <p>We have undertaken a review of the carers pathway to ensure a clear point of contact and access which is equitable.</p> <p>Any new commissioned arrangements will have proportionate contractual arrangement which will include quality monitoring and a contractual requirement to adhere to all relevant safeguarding legislation and good practice guidance.</p>	<p>support offer will be reviewed (and amend as necessary) with a view to making the offer easier to navigate for both carers and professionals. The review will be undertaken with the aim of enabling carers to express choice and control, however the review could result in a change to the personalised support options available.</p> <p>We have undertaken a review of our current commissioned support arrangements, in line with the natural end of the contract. As a result, carers may experience a change in their support provider. Such change may negatively impact a carers mental health and emotional wellbeing, at least initially.</p>	<p>consultation with carers, professionals and other impacted stakeholders through November and December 2019, continuing into early January 2020. Each proposed future delivery option has been evaluated against a series of drivers and tests, which includes how each option takes into account the feedback obtained through engagement with carers, professionals and other impacted stakeholders.</p> <p>TUPE may be applicable, thus providing the potential for continuity of staffing in particular circumstances. Support will be sought from Legal and HR as appropriate.</p> <p>As the service is based on an intervention and discharge approach, the likely impact due to a change in provider is likely to be less than traditional services where they may have had contact with one individual or team daily for an extended period. With young carers, there is more of a case management function in which the assessor maintains contact with the young person and family prior to discharge, so the impact may be slightly more than adult carers. However, we will work closely with the incumbent provider to ensure any transition for carers is managed sensitively, through an implementation phase.</p> <p>The strategy reaffirms our commitment to working in partnership with carers, health and social care providers, communities and employers to support carers wellbeing and help carers to carry on caring.</p>
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<p>Economy</p> <p>How will the proposal impact on the economy of Staffordshire or impact on the income of Staffordshire's residents?</p>	<p>Economic Growth</p> <p>Poverty and Income</p> <p>Workplace Health & Environments</p> <p>Access to jobs/ Good Quality Jobs</p>	<p>A number of the options being considered for the future of SCC's Carers Offer may provide the opportunity for Carer Support providers to potentially expand their existing presence in Staffordshire as well as encourage new Providers to the county. This is in line with the Strategy engagement feedback in which there was a general view that funding needs to be better spread amongst carer support organisations and across localities, avoiding duplication of support where possible</p> <p>The strategy outlines SCC's intention to signpost Carers who want more information about benefits, grants and financial management to relevant financial support and advice</p> <p>In line with the department of Health's Carers Action Plan 2018 – 2020 the strategy sets out plans to develop carers friendly workplaces in order to encourage carers into and maintain employment.</p>	<p>There may be a low risk of complaint and challenge from Citizens if they do not feel that their views have been taken into account when designing the future service.</p>	<p>We have undertaken a period of consultation with carers, professionals and other impacted stakeholders through November and December 2019, continuing into early January 2020. Each proposed future delivery option has been evaluated against a series of drivers and tests, which includes how each option takes into account the feedback obtained through engagement with carers, professionals and other impacted stakeholders.</p>
<p>Environment</p> <p>How will the proposal impact on the physical environment of Staffordshire?</p>	<p>N/A</p>			
<p>Localities / Communities</p>	<p>Community</p>	<p>The recommissioning of Carers</p>	<p>There is a high level of demand</p>	<p>To continue to work in partnership</p>

<p>How will the proposal impact on Staffordshire's communities?</p>	<p>Development/ Capacity</p> <p>Educational Attainment and Training</p> <p>Leisure & Culture</p> <p>Volunteering</p> <p>Rural Communities</p>	<p>Assessment and Support Services is intended to support implementation of the Carers Strategy.</p> <p>The strategy supports an asset-based approach to drive the development of community capacity, so that carers have access to local support and services within their community.</p> <p>The strategy commits SCC to improve the way we work with schools and other agencies who come into contact with children and young people, to better identify young carers and help them to identify themselves, to enable swift access to support when required.</p> <p>The strategy affirms the rights of carers to enjoy a healthy lifestyle and promotes opportunities for 'a life outside of caring'. Subject to assessed eligible needs, a support plan may identify personalised outcomes, which may include access to a range of physical and/ or social resources within the community.</p> <p>The Strategy also commits SCC to review (and amend as necessary) our current self-directed support offer. This will provide greater opportunities for carers to access local social and leisure activities, pending this is in line with the carers assessed eligible needs.</p> <p>The current commissioned service utilised volunteers. A number of the options being considered for the future of SCC's Carers Offer may result in a commissioned service. SCC can specify within contractual Terms & Conditions there is a requirement for</p>	<p>and expectation of the Community, with limited financial resource to support investment.</p> <p>Some communities may initially have more capacity than others in terms of support for carers. There is a challenge to establish what is available for in District.</p> <p>There is a risk that schools, as a key conduit for supporting the identification of young carers, will not actively engage due to competing priorities.</p> <p>We have undertaken a review of our current commissioned support arrangements, in line with the natural end of the contract. As a result, carers may experience a change in their support provider which currently engages the volunteers may change.</p>	<p>with Public Health as part of SCC's Supporting Communities Project and People Helping People Agenda to identify and raise awareness of community capacity as well as identify gaps.</p> <p>The recommission of Carers Assessment and Support Services is intended to support the implementation of the Carers Strategy. As such any resultant specification and tender evaluation will consider an approach to support schools to identify young carers., including arrangements to monitor its effectiveness.</p> <p>Arrangements such as TUPE will be explored in order to provide continuity for carers and volunteers where possible. Support will be sought from Legal and HR as appropriate.</p> <p>As the service is based on an intervention and discharge approach, the likely impact due to a change in provider is likely to be less than traditional services where they may have had contact with one individual or team daily for an extended period. With young carers, there is more of a case management function in which the assessor maintains contact with the young person and family prior to discharge, so the impact may be slightly more than adult carers. However, we will work closely with the incumbent provider to ensure any transition for carers is managed sensitively, through an implementation phase.</p>
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Cabinet Meeting on Wednesday 19 February 2020

Staffordshire Library Service 2020-2025



Cllr Gill Heath, Cabinet Member for Communities said,

“The evolution in recent years of Staffordshire’s library service has been remarkable. While maintaining 43 libraries across the county, as well as two mobile services, hundreds of people have made a difference by volunteering at either our county council managed libraries, or the community managed ones.

Not only do our libraries provide the traditional service for all, but increasingly they are becoming community hubs; home to a variety of services helping people in many different ways.

These proposals will help us continue this success story into the next decade.”

Report Summary:

This report provides an update on Staffordshire County Council’s library offer, celebrates the transformation that has been achieved and makes recommendations for the future direction and strategy for Staffordshire’s Library Service 2020-2025.

Recommendations

I recommend that:

- a. Cabinet notes the range of activity which takes place across Staffordshire Libraries and the value that this activity delivers within communities.
- b. Cabinet endorses and agrees the reviewed support package for the community managed library model which will enable the sustainability of the Community Managed Libraries and support their work within communities.
- c. The key milestones as detailed in paragraph 70 are agreed.

Local Members Interest
N/A

Cabinet – Wednesday 19 February 2020

Staffordshire Library Service 2020-2025

Recommendations of the Cabinet Member for Communities

I recommend that:

- a. Cabinet notes the range of activity which takes place across Staffordshire Libraries and the value that this activity delivers within communities.
- b. Cabinet endorses and agrees the reviewed support package for the community managed library model which will enable the sustainability of the Community Managed Libraries and support their work within communities.
- c. The key milestones as detailed in paragraph 70 are agreed.

Report of the Deputy Chief Executive and Director for Families and Communities

Reasons for Recommendations:

Context and Background

1. The purpose of this report is to provide an update on Staffordshire County Council's library offer which was agreed by [Cabinet](#) on 18 July 2018 and outlines the proposed future direction and strategy for Staffordshire's Library Service 2020-2025.
2. Within Staffordshire the Library Service contributes to delivering literacy, life skills and digital inclusion, supporting the delivery of Staffordshire's Education and Skills strategy and our agenda for increasing aspiration.
3. Staffordshire's Libraries are integral to the development of "Community Help Points" within the Supportive Communities Programme where vulnerable people are supported to maintain or retain their independence with access to information, advice, guidance and social connections to assist them to live well within their community. Community Help Points, which include libraries, are a key part of Staffordshire's new adult social care pathway.
4. The library, as a community asset and our offer, are embedded within the Corporate People helping People agenda, the Place Based approach and enables communities to take responsibility for #DoingOurBit.
5. [The Public Libraries and Museums Act 1964](#) gives the County Council a statutory duty to provide "a comprehensive and efficient library service for all persons" The Act allows for joint working between library authorities and councils may also offer

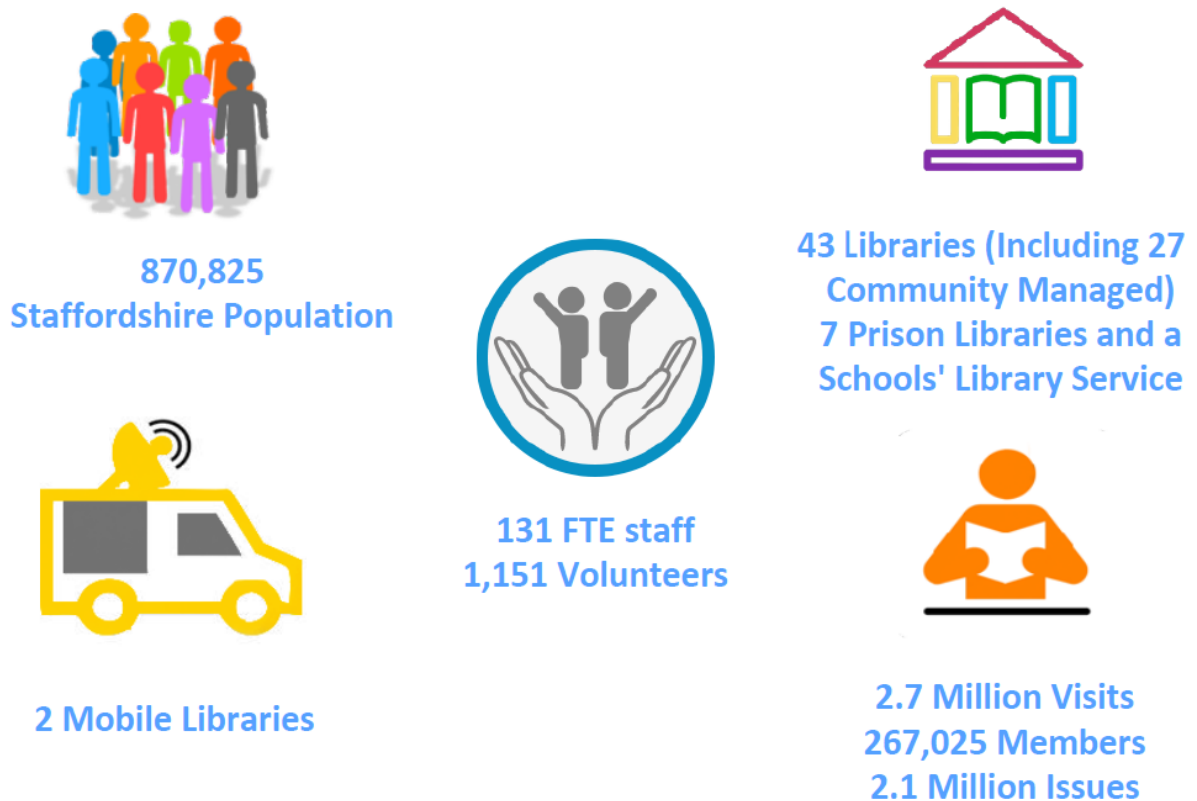
wider library services (for example, loaning devices, running activities or providing access to Wi-Fi and computers).

6. The Act provides the Secretary of State with the statutory power to intervene and call a local inquiry when a library authority fails (or is suspected of failing) to provide the required service and councils that have proposed extensive library closures have been subject to judicial review.
7. The public library service is a local service and the interpretation of “comprehensive and efficient” differs between councils depending on local need. It is therefore the responsibility of local councils to determine how the library service is managed and delivered:
 - a. in consultation with their communities
 - b. through analysis of evidence around local needs
 - c. in accordance with their statutory duties

Staffordshire Libraries

8. As part of Staffordshire County Council’s statutory library network there are 43 Libraries and 2 Mobile Libraries. The Prison Library Service and School’s Library Service are externally funded. See Figure 1 below:

9. Figure 1 - 2018-19¹



¹ CIPFA Public Library Statistics Actuals 2018-19

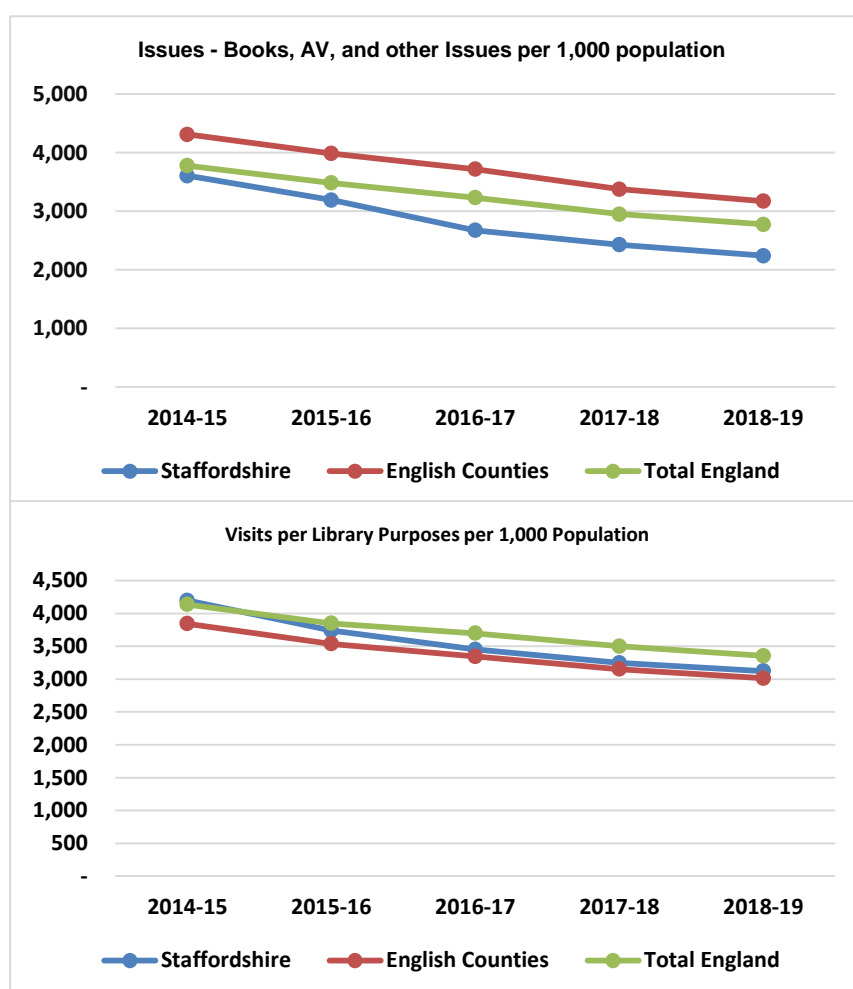
10. The delivery model for Staffordshire's Library Service was informed by extensive public consultation during 2014 and further public consultation during 2018. The County Council now manages and delivers a library service at the 16 largest and busiest libraries which account for over 75% of library visits.
11. 27 of the County Council's least busy libraries, which account for 25% of library visits, have been transferred to 19 community groups/organisations over a 3-year period (see paragraph 38) These groups, through the current lease arrangement, manage and deliver the statutory library offer, while the council remains responsible for agreed utility bills and maintenance costs, library stock, public pcs and Wi-Fi.
12. There is an effective level of support in place for the Community Managed Libraries from the Library Service, with additional financial support from Strategic Property who, under the current lease arrangement, underwrite the utility bills to an agreed level and provide ongoing building maintenance. Without this level of support, Community Managed Library organisations would be at risk of failing.
13. With 43 static libraries Staffordshire currently has 1 static library per 20,251 population. Without professional support and guidance, Staffordshire's 27 Community Managed Libraries would not form part of our statutory provision. This would leave 1 library per 54,426 population with a risk that Staffordshire may be subject to judicial review for failing to provide a "comprehensive and efficient" library service.
14. Library authorities that have proposed extensive library closures have been subject to judicial review. When Northamptonshire County Council proposed to close 21 libraries and retain 8 large and 7 medium branch libraries leaving 1 library per 60,000 residents, a High Court found in July 2018 that the council's decision-making process had been unlawful.
15. During 2018-19:
 - a. Staffordshire Libraries had **267,025** library members, over **2.7m** physical library visits and **638,000** virtual visits and issued nearly **2.2m** items.
 - b. **326,861** sessions were booked on library pcs, **11,344** children joined the Summer Reading Challenge and **15,594** bus passes were processed.
 - c. Over **1,151** volunteers participated in regular volunteering opportunities contributing **100,529** hours of volunteering into the service which added value and made a financial, in kind, contribution of **£1.4m²** towards the delivery of Staffordshire's Library offer for the same period.

² The cost of volunteering in accordance with best practice is based on the following calculations (all figures published May 2015 on ONS website regarding all UK industries and occupations.). Average weekly earnings for full-time employees in the UK divided by hours in a full-time week worked on average equals £13.71 per hour average. Rounded up for ease of calculation to £14 per hour volunteered.

16. As described in previous reports the way that people access information and learning, the way they socialise and interact with each other and with organisations continues to evolve in the digital age.

17. The use of libraries in Staffordshire is in line with national trends. Figure 2 ³below compares Staffordshire against the other English Shire counties and Library authorities in England.

18. Figure 2: Issue & Visits per 1,000 population (2014/15 to 2017/18)



19. Whilst we recognize that traditional use of libraries is declining, libraries across Staffordshire continue to meet community need and deliver wider county council outcomes:

Be able to access more good jobs and feel the benefits of economic growth:

³ CIPFA Public Library Statistics Actuals 2014-18

- a. Business Enterprise Support (BES) who manage **Silverdale CML** (Community Managed Library) were awarded £34,000 from the NatWest Skills and Opportunities Fund to develop a new Business Start-up Hub within Silverdale CML. The hub includes a dedicated area within the Library with IT access and a Hub Co-ordinator to assist and mentor anyone who is seeking to start their own business.
- b. A partnership between Business Enterprise Support (BES) and Newcastle-under-Lyme College enabled students from the college studying painting and decorating to decorate the interior of **Silverdale CML**. This enabled the students to put into practice what they have learned in college, project managing the work as a key course component.
- c. The National Careers Service run sessions at **Silverdale and Talke CMLs**, providing 1-1 support for individuals seeking to change their career, find employment, or access training advice and support; offering specific support for CV writing, job searches and opportunity awareness.

Be healthier and more independent:

- a. Doodle bags are a new initiative co-created with Young Minds at **Burton Library** enabling young people to discreetly borrow books from the Shelf Help collections in libraries helping to avoid stigma amongst peers. Doodle bags contain additional resources including colouring books. One young person commented *"Weirdly doing the colouring and drawing has helped me loads. I didn't think it would!"* and from health professionals, "Mental health support in a bag. Impressive stuff!" *"Love, love, love this! The co-creation with the young people shows through. Supporting book choice is incredible!"*. There are plans to roll this out to 8 additional libraries across the county.
- b. In July 2018 Compton Care, working with Cruse Bereavement Care began a collaboration with **Perton Library** to establish a bereavement information hub. The monthly sessions began at Perton Library in July 2018 and have an average attendance of 24 people. The Bereavement Information Hub offers people from Perton and the surrounding communities the opportunity to access valuable information, support and companionship for those affected by loss and grief. The library setting is recognised as a safe, friendly and welcoming environment for people to attend and find out more about what is on offer in their community and to meet others who have first-hand experience of the grief of losing a loved one. One visitor explains how she has benefitted from the hub *"It has helped me feel a connection with others who have been through similar situations and it has helped me to realise what I am feeling is normal"*.
- c. A further hub was launched at **Wombourne Library** on 1st April and due to the success at Perton an evening Hub was established in June, offering a chance for working people to benefit from the support available.
- d. In July 2018 **Kinver CML** became the first 'Refill Station' within the community. 'Refill' is a national campaign that aims to make refilling water bottles as easy, convenient and cheap as possible. This reinforces the library's value as a community hub in doing their bit for their community and the environment.

Feel safer, happier and more supported in and by their community:

- a. **Loggerheads CML & Information Hub**, in partnership with Newcastle Rural Locality Action Partnership are coordinating initiatives to enable the area to become recognised as a Dementia Friendly Community. A range of partners, including local businesses are involved in the project. Dementia Friends Awareness Sessions have taken place in Loggerheads CML providing opportunities for people in the area to become Dementia Friends Champions.
- b. In August 2018, **Glascote CML** and **Tamworth Library** became the first libraries in the county to register as 'Places of Welcome'. 'Places of Welcome' is a growing network of hospitality run by local community groups who want to ensure that everyone in their area has a place to go for a friendly face, cup of tea and a conversation. This initiative supports libraries to tackle loneliness and social isolation. A customer suffering from chronic depression came to Places of Welcome for several weeks and felt so at ease with the warm and friendly atmosphere that she was able to start volunteering herself at a local dementia café. This in turn helps her husband as it gives him a few hours a week free time so reducing his anxiety. Consequently, Places of Welcome have now expanded to hold sessions at other libraries including **Lichfield, Cannock, Burntwood, Burton, Uttoxeter, Cheslyn Hay and Perton**.
- c. **Cannock Library** working in partnership with the Children's Centre and Create Church at Huntingdon have recently established a School Uniform Recycling Pilot. A local hotel has offered to clean items at no cost. The uniform will be gifted from a 'shop front' area at Create Church to reduce stigma for parents. Cannock Library have hosted awareness sessions to encourage parents and the public to donate to or use the facility.

20. During 2018-19, Staffordshire Libraries engaged people as follows:

a. 179,774 attendances at reading and literacy activities

- i. The national Summer Reading Challenge is the UK's largest reader development initiative for children. In 2019 11,609 children participated at a Staffordshire Library, a 2% increase on the previous year with 74% of children surveyed at a selection of libraries across Staffordshire who said that they thought they were better readers at the end of the Challenge than at the start.
- ii. To support the national and county campaign to encourage parents to support their child's early speech, language and literacy skills libraries run baby rhyme times and libraries offer story times for pre-school children. Staffordshire Libraries works in partnership with Early Years and Health to gift Bookstart, the free book gifting scheme for pre-schools.
- iii. For young people aged 11-14 years Staffordshire Libraries run Staffordshire's Young Teen Fiction Book Award to encourage young people to read more widely and talk about books culminating in an annual Celebration Day which in 2019 was attended by 179 young people.

b. 74,767 attendances in activities to support their health and wellbeing

- i. Over 330 health and well-being related sessions are delivered each month across Staffordshire's libraries. These include; Yoga, Mindfulness and Meditation, Walk and Talk Sessions, Knit and Natter, Social Hub Coffee

Mornings, Chronic Pain Group, Dementia awareness Drop-Ins, Dove Bereavement Service Sessions and Reminiscence Sessions.

- ii. 'Everyone Health' is a Midlands based company who deliver a range of health and wellbeing services and are currently working in partnership with Staffordshire County Council to provide services for local people aged 50 plus on a range of health-related issues. Everyone Health deliver sessions from Staffordshire's libraries, giving advice to local people and referring them on where appropriate. Working with Everyone Health is helping to embed the library as a vital community hub for local people, where support can be accessed on a wide range of issues.
- iii. Staffordshire Libraries supported the national Health Information Week held during July 2019 aiming to raise awareness of quality health information to help local people to lead healthier and happier lives. This included promotions of the Reading Well collections of books on Dementia, mental health, long term conditions, mood-boosting books and the young people's collection Shelf Help and work with partners. Health Fairs were held at Perton and Burton Libraries with partners including the Diabetes Teams, Autism Support Groups, Everyone Health, the Good Life and Therapy Poodles.

c. 323,620 attendances at learning activities

- i. To encourage school readiness within priority areas, Staffordshire Libraries deliver Ready Steady Library – an Arts Council England funded project⁴ that helps parents to ensure their child has a good level of development when they start school.
- ii. Complementing Ready Steady Library, the county council's Community Learning Trust funding enables libraries to delivery Your School Ready Child in Burton, Tamworth and Newcastle.
- iii. In building community resilience, Staffordshire Libraries supported national Empathy Day with book promotions, empathy walls that encouraged local people to share their empathy issues and solutions and class visits where children were invited to talk about empathy⁵.

d. 130,301 attendances at cultural and creative activities

- i. The ACE funded Libraries Live project has enabled community managed libraries across Staffordshire, Leicestershire and Warwickshire to engage with quality artists and develop new audiences. As part of this project The New Vic Theater Education Team worked with **Glascote CML** volunteers to co-create Bobby in the Blue Room. The performance was attended by local nursery and early years settings and as a result of building new relationships, the nursery now visits Glascote Library on a regular basis.

⁴ Staffordshire Library Service is included in this report as Best Practice example: https://www.artscouncil.org.uk/sites/default/files/download-file/ACE_Libraries_welcome_everyone_report_July18.pdf

⁵ The article at <https://www.empathylab.uk/whats-happening-near-me-on-empathy-day> highlights how Staffs Libraries engaged with communities.

- ii. Young people from Cannock participated in the Cannock Chase Emerge Festival, a festival co-created by young people working with library staff and with Spirit of 2012 funding. 54 young people attended 22 weekly sessions at the **Cannock Library Lab** from October 2018 to April 2019 to plan and create the festival which was held on Saturday 6 April. Of the 54 young people attending - 43 lived in areas of Cannock Chase with the highest levels of deprivation; 26 had no previous engagement with the arts; 12 had a disability. Audience estimates for the day from CCTV and livestream footage – 3,000 physical visits and 5,500 virtual visits.
- iii. **Werrington CML's** Knit and Natter Group have been knitting for the Neonatal Ward at the Royal Stoke Hospital. The group were recently nominated for the Moorlands Heroes Award and won a Commendation Certificate. The Leek Post and Times ran the Awards to recognise the support that groups like this offer in their community.

e. 13,545 attendances in activities to develop their digital literacy skills

- i. Volunteer IT Buddies encourage people with less confidence to develop their digital literacy skills. Each month approximately 30 IT Buddy Training Sessions are held across Staffordshire's Library network which have supported people to set up an email address, apply for a Blue Badge or write a CV etc.
- ii. Staffordshire Libraries work with Staffordshire's Adult and Community Learning Service to provide opportunities for people to access IT training courses to develop their skills.
- iii. Staffordshire Libraries host 9 Code Clubs which encourage children aged 9-11 to learn more about computer programming and helps them create their own games.

f. 3,000 people in activity to support economic growth

- i. 17 Job Clubs are delivered regularly across Staffordshire's Library network.
- ii. During 2018-19, 40 library volunteers moved into employment and 31 library volunteers are now accessing education as a result of library volunteering opportunities.
- iii. Since transferring to community management 8 people with English as a second language have volunteered at **Baswich CML** reflecting the diversity of the local community. 6 Baswich CML volunteers have subsequently found work, of which 4 have English as a second language, demonstrating how libraries can support people to gain practical skills and work experience.

g. 1,848 people engaged in community activity – volunteering, co-creation and co-production of the library service offer

- i. **Norton Canes CML** created a Zen Garden at the Library with volunteers donating their time and a local business donating hard landscaping, weed membrane gravel, cobbles etc. It has now been named the Zen Garden and provides a welcome peaceful space for people which supporting their well-being. This initiative demonstrates community spirit, partnership working and team building.

- ii. **Barton CML** are proactive in working with the local community to enhance the library offer. The volunteers have recently been awarded funding from a local charity to replace the children's library furniture and shelving. This has improved the interior of the library, making it more attractive and welcoming to local people and has helped to strengthen local networks and partnerships
- iii. In January 2019. **Holmcroft CML** asked their customers what the library means to them. One library user said "Holmcroft Library is so important for people. If anyone is lonely, they are welcome to come in and they will be asked if they would like a drink and a biscuit." Another local person added "The volunteers are very helpful. I attend a super group, which is very important to me as I have just lost my husband, and this really helps."

h. 143 volunteering opportunities - young people

- i. During the 2018 Summer Reading Challenge 103 young people volunteered at a Staffordshire Library for a combined total of 1,716 hours and supporting over 11,000 children to engage in the summer reading challenge and read for pleasure.
- ii. Staffordshire Libraries run a Poet Laureate and Young Poet Laureate scheme. A former Young Poet Laureate has said about her experience "*it has brought me a lot of joy, and encouraged my confidence*"
- iii. A recent **Barton CML** Volunteer also studying for a master's degree in Librarianship at University states "Volunteering in the library has proven to be essential to gain relevant practical experience and has also been hugely beneficial for my personal enrichment. Volunteering in a library combines my love for books with my passion for supporting people."

i. 1008 volunteering opportunities – over 25's

- i. In March 2018 **Barton CML** Volunteers won Volunteer Star Award (organised by Support Staffordshire). Barton CML were crowned joint winners of the Team of the Year Award in the category for volunteer teams less than 2 years old.
- ii. December 2018. **Brewood CML** were winners of the Community Impact Award at the South Staffordshire Volunteer Awards. The event, organised by Support Staffordshire, South Staffordshire Council and SCVYS, aimed to publicly recognise the hard work and support that volunteers give to the local community in a variety of categories. Brewood CML have maintained connections with schools and nurseries, offering regular class visits, and have introduced new activities, including weekly Mindfulness Sessions and Children's Coding Workshops.
- iii. In December 2018 one of the CML volunteers said this about their volunteering experience: "I am surprised at the difference volunteering has made to me. Friends have noticed a big difference in me as I am much more confident now. Volunteering has given me a routine, a sense of doing something positive and has opened up new options to me. Being able to say that I volunteer at the library, rather than saying I am unemployed, has helped my self-esteem."

21. It would not be possible for the Library Service to deliver wider County Council outcomes and engage the number of people as described above without the support of the organisations who manage and deliver the CML network and Library volunteers who are now integral to the delivery of the library offer.
22. It would therefore be more difficult for the County Council to deliver its priorities without the network of libraries that deliver Staffordshire's library offer.

Staffordshire Library Service Transformation 2012-2019

23. Since 2013/14 when we began the Libraries Transformation programme, the library service has delivered £3m of MTFs savings. By April 2020, when a further £250,000 MTFs saving is delivered the libraries budget will have reduced by 41% to **£4,205,040**.
24. To achieve this level of saving, 27 libraries have transferred to community management; the mobile library fleet has been reduced by 6 vehicles and the resources budget has reduced by 41% from £1.1m to £650K in 2019/20
25. Underpinning the library offer is the library workforce. Over a 10-year period the Public Libraries staffing establishment (excluding Prisons and Schools) has reduced by 53% from 280 FTE to 131 FTE in 2018/19.

Community Managed Library Model

26. The public consultations held in 2014 and 2018 highlighted public concern for the Community Managed Library model with 46% of respondents who disagreed with the proposal in 2014 and 45.5% of respondents who disagreed with the proposal to transfer Cheadle, Clayton, Eccleshall and Penkridge to community management in 2018.
27. The most common concerns expressed included:
 - a. Losing Library Staff
 - b. Recruitment and retention of Volunteers
 - c. Future Management of Libraries
 - d. Access
28. To mitigate these concerns a County Council support package was developed which includes access to paid staff and is included within the current contracts for each organisation. Feedback from the Community Managed Library organisations indicates that the support package is crucial to their ongoing sustainability.
29. Through the provision of a strong support package our vision was, and continues to be, that we will work with organisations to develop a thriving and exciting library offer.
30. The support package which was agreed by Cabinet in February 2015 and further endorsed by PSSC in June 2018 and Cabinet in July 2018 is in line with national best practice guidelines. Staffordshire's package of support includes the following:

- a. A small team of 4 FTE Community Support Officers, led by a Community Capacity Manager – who provide professional guidance and expertise; monitor contracts; assist with the recruitment and training of volunteers and ensure that the statutory library service continues to be delivered
 - b. Library stock
 - c. Staff & public access PCs, WiFi – maintained by Staffordshire ICT
 - d. Building maintenance, cleaning, grounds maintenance and utility bills paid to an agreed amount - provided by Strategic Property.
31. Through the introduction and implementation of the Community Managed Library model, Staffordshire County Council responded to the issues and concerns which were raised as part of the consultation and we have taken time to embed the model effectively.
32. As a result, Staffordshire's Library Service, and therefore the County Council has not been subject to a national campaign and has built a genuine relationship with the Community Managed Library organisations, volunteers and communities. The transformation has been well managed, and Staffordshire have a Community Managed Library network and support offer that is nationally recognised as best practice.
33. To ensure the continued success of Staffordshire County Council's community managed library model, ongoing support and investment is essential.
34. Based on 2019/20 budgets, the approximate cost of the County Council support package for the 27 Community Managed Libraries breaks down as follows:

Library Service Budget	Community Support Team	£285,600	1 FTE Community Capacity Manager and 4 FTE Community Support Officers
	Library Stock	£202,500	£7,500 per CML
	Sundries	£13,421	Telephone charges and photocopier lease costs
Staffordshire ICT Budget	ICT	£83,713	Staff and Public Access PCs
Strategic Property Budget	Property	£549,187	Utilities to an agreed level, Cleaning, Business Rates, Grounds Maintenance and £137,820 property maintenance costs for 2018/19
	Total	£1,134,421	

35. The library support of £501,521 is 12% of the overall libraries budget which represents good value for money when Community Managed Libraries attract 25% of Staffordshire Libraries visits.
36. During 2018/19 the 27 Community Managed Library buildings incurred £549,187 property related costs which equates to approximately £20,000 per library. MTFS

savings against all library buildings have been identified within Phase 2 of the Strategic Property Review. However, to realise the savings which are allocated to Community Managed Libraries, partner agreement and public consultation will have to take place, to ensure that these Libraries do not fail as a result of making changes to the library building.

37. The Community Managed Libraries have 5-year contract and lease agreements with Staffordshire County Council that can be renewed for a further 5 + 5 years.

38. The first contracts are due for renewal in April 2021:

Library	Organisation	Contract renewal
Barton	Midlands Partnership NHS Foundation Trust (MPFT)	25 April 2021
Werrington	Werrington Community Volunteers Group	14 May 2021
Baswich	MPFT	16 May 2021
Rising Brook	Rising Brook Baptist Church	26 May 2021
Blythe Bridge	Care and Fun Club	27 May 2021
Holmcroft	MPFT	29 May 2021
Norton Canes	MPFT	5 June 2021
Brewood	MPFT	13 June 2021
Glascote	MPFT	19 June 2021
Heath Hayes	MPFT	27 June 2021
Hednesford	MPFT	4 July 2021
Kinver	Kinver Community Library Limited	3 January 2022
Silverdale	Business Enterprise Support	3 January 2022
Audley	Audley Resource and Information Centre	13 February 2022
Shenstone	Shenstone Community Library Organisation	27 March 2022
Great Wyrley	Catherine Care	6 September 2022
Knutton	Knutton St. Marys Primary School	10 October 2022
Loggerheads	Loggerheads Community Information Centre	10 October 2022
Wilnecote	The Wilnecote School	27 March 2023
Brereton	Rotary Club of Rugeley	3 April 2023
Talke	Kidsgrove Care Solutions	11 April 2024
Gnosall	Gnosall Library, Environment & Nurture Hub (GLEAN)	20 April 2024
Clayton	Business Enterprise	1 July 2024

	Support	
Cheadle	The Cheadle Community Information and Resource Group	12 July 2024
Cheslyn Hay	Rotary Club of Bloxwich Phoenix	29 July 2024
Eccleshall	Rotary Club of Eccleshall Mercia	6 August 2024
Penkridge	Penkridge Parish Council	12 August 2024

39. While a high level of disagreement for Community Managed Libraries was expressed within the 2014 and 2018 public consultations, we now have over 950 people volunteering on a regular basis across the community managed library network who are supported by the County Council to take responsibility at a local level as part of the #DoOurBit strategy.

40. Examples of Community Managed Libraries in Staffordshire can be found on our website:

<https://www.staffordshire.gov.uk/Libraries/managed-libs/Community-managed-libraries.aspx>

Staffordshire Libraries 2020-2025

41. During the next 5 years, we want Staffordshire Libraries to continue to deliver against the county council outcomes; to support communities to do their bit, shaping the library offer to meet community need and to ensure that our libraries remain safe, welcoming spaces which reduce social isolation and enable children to have the best possible start.

42. To achieve this, we will ensure that we have a workforce that supports the delivery of the frontline library service; support staff who can provide guidance to the CMLs; a high performing book stock; flexible access to our library offer and continued investment in digital solutions.

43. Libraries Connected, the national strategic support organisation for libraries have refreshed the universal offers: Reading, Information & Digital, Health & Well-Being and Culture and Creativity and from April 2020 these will provide a delivery framework to enable Staffordshire to continue to develop a relevant library offer which reflects local, regional and national priorities.

44. There are no proposals to transfer any further libraries to community management as our current delivery model ensures that Staffordshire County Council provides a “comprehensive and efficient” library service to comply with our statutory duty. However, to ensure the sustainability of the current model there is a need for Cabinet to endorse the support offer to community managed libraries which will enable the continued delivery of county council outcomes.

Community Managed Libraries

45. The success of the community managed library model must be attributed to the vision of the Community Managed Library organisations; the commitment and enthusiasm of the volunteers and the high level of support provided by the county council who have built genuine relationships with each organisation.
46. As a tangible measure of success, Between April 2016 and March 2019, Community Managed Library organisations successfully applied for £122,000 of additional funding which has been used to enhance the library offer at their local library.
47. Establishing the CML model has required time, ongoing support for organisations and volunteers from the Community Capacity Manager and Community Support Officers and financial assistance from the Library Service, Strategic Property and Staffordshire ICT.
48. During 2021 the first set of contracts and leases will be due for renewal (see table above). Cabinet therefore need to consider if the County Council continues to provide the previously agreed support package. If the level of support is reduced, there is a risk that Community Managed Libraries might fail.
49. To ensure the ongoing sustainability of the 27 CMLs, the Library Service have been in discussion with Strategic Property and Staffordshire ICT and therefore recommend the following when CML contracts are renewed for a further 5-year period:
 - a. Continued support from the Library Service – professional guidance, expertise, library stock and sundries (including photocopier lease costs and telephone charges)
 - b. Continued provision of ICT which will be reviewed annually in line with Staffordshire Managed Libraries.
 - c. Continued support from Strategic Property which will include ongoing maintenance and cleaning of the library building. Utility costs will be reviewed and may remain at the same level; grounds maintenance will be reviewed on an individual basis and CMLs with charitable status will be required to claim back the 80% business rate rebate that they are entitled to.
50. The 80% of the Business Rates which will be recovered by the eligible CMLs will save £36,117 per annum.
51. Any property savings that are realised when the CML leases and contracts are renewed will contribute towards the wider County Council Strategic Property MTFS 2019-24 savings target of £2.5m
52. In line with the Strategic Property review, the county council will also reserve the right to discuss with the existing CML organisations, if the opportunity arises, to share space within their buildings or relocate to alternative buildings to reduce property costs and therefore contribute towards the Phase 2 Strategic Property MTFS savings target of £2.5m

53. Any proposed changes to library locations will require the completion of a full Community Impact Assessment and potentially public consultation, subject to the nature of the proposed change.
54. If Cabinet agree the support package as described in paragraph 49, this will impact upon Strategic Property's ability to realise the MTFs savings targets that have been identified for Community Managed Libraries.

County Council Managed Libraries

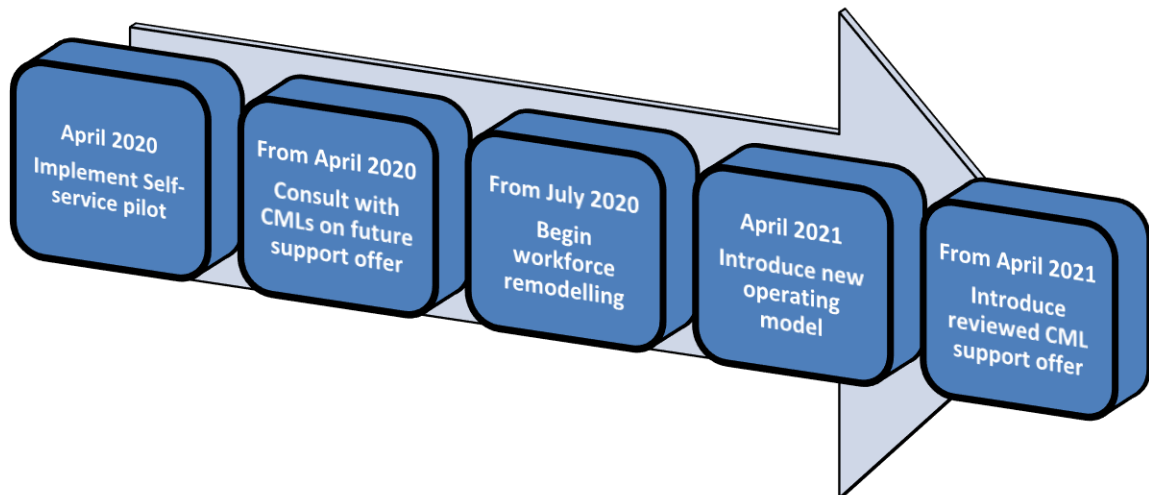
55. It is recognised throughout this paper that the Library buildings are a corporate asset. To ensure that Staffordshire County Council's Estate is used to its full potential, the Library Service will continue to work with Strategic Property to identify vacant space within the 16 County Council managed library buildings for other County Council services or commercial rent. Where library meeting rooms are no longer available for hire, library income targets will be adjusted accordingly.
56. The Library Service will continue to work with Strategic Property to identify the potential to relocate libraries into more cost effective or shared premises if appropriate (see paragraph 54 and 64).
57. The library workforce will be reviewed during 2020-21 to ensure that there is capacity at the right level. Currently the frontline library service is under resourced which increases the risk of unscheduled library closures.
58. It is recommended any savings which result from this review will be reinvested into the resources budget to ensure that our core library offer is maintained.

Self Service Proposals

59. Cabinet agreed in July 2018 to pilot self-service at Stafford Library to explore if this is an opportunity to expand the hours that the library is accessible and reduce expenditure.
60. It was anticipated that a tender and procurement process would be initiated during September 2018 with a view to implementing self-service at Stafford Library from April 2019. However, due to ongoing discussions with staff and their Trade Union representative, which have now concluded, the pilot has been delayed by approximately 12 months.
61. When the pilot is established, it will be monitored over a 12-month period and then evaluated. The results of the evaluation will be brought back to Cabinet to consider if self-service could be extended to more libraries to improve the effectiveness of the Library Service by enabling more flexible access to the library offer.

Next Steps

62. The Library Service seeks permission from Cabinet to consult with Community Managed Organisations from April 2020 upon a reviewed offer of support when their contracts are due for renewal. There may be a risk of challenge from communities and Community Managed Organisations if the level of support is reduced which could trigger a DCMS enquiry.
63. There is potential that without the support from Staffordshire County Council Community Managed Library organisations will be unable to sustain their offer and will fail to renew their contracts at the end of the 5-year period. This could result in closure of up to 27 Community Managed Libraries between 2021 and 2024.
64. To ensure compliance with our statutory responsibility, material changes to the library network are subject to due process and public consultation. In addition, any future decisions made about library buildings will require a full Community Impact Assessment to be completed to consider the needs of communities, highlighting and mitigating the potential impact of proposed changes.
65. The Library Service will begin work with HR during 2020 to consult with library staff and their Trades Union representatives on an operating model which will add capacity to the frontline library service.
66. Prior to bringing these proposals to Cabinet, we sought the views of the Prosperous Staffordshire Select Committee (PSSC) who scrutinised these proposals at their meeting on 17 January 2020.
67. The Prosperous Staffordshire Select Committee (PSSC) members commented on the high level of satisfaction with the library service and how individual libraries focus on local need to ensure that the library offer is relevant to the local community.
68. The committee acknowledged the wonderful contribution made by local volunteers and thanked those volunteers for their hard work and resilience. They also extended their thanks to the library officers who have provided a high level of support for the volunteers. However, the committee did raise concerns about the initial proposals relating to cleaning and grounds maintenance, which the committee felt could lead to a reduction in volunteer numbers and a loss of good will.
69. Having listened to concerns expressed by members of the Prosperous Staffordshire Select Committee, Community Managed Organisations and volunteers and to ensure that CMLs are not placed at risk, the original proposal relating to cleaning has been revised. In consultation with the Cabinet member the updated proposal is now described in paragraph 49.
70. Milestones, should the proposals be agreed: Figure 3



Legal Implications

71. Staffordshire County Council have a statutory responsibility to deliver a “comprehensive and efficient” library service (see paragraphs 5-7).
72. 27 of the County Council’s Libraries have transferred to community management. Community groups/organisations through a lease and contract arrangement manage and deliver the statutory library offer (see paragraphs 11-13).
73. Without professional support and guidance, Staffordshire’s 27 Community Managed Libraries would not form part of our statutory provision and there would be a risk that Staffordshire may be at risk for failing to provide a “comprehensive and efficient” library service (see paragraph 13).
74. The Community Managed Libraries have 5-year contract and lease agreements with Staffordshire County Council that can be renewed for a further 5 + 5 years. The first contracts are due for renewal in April 2021 (see paragraphs 37 and 38).
75. If the proposals are agreed as described within paragraph 49, the Community Managed Library contracts and leases will be reviewed to reflect this.
76. Community Managed Libraries require ongoing support and investment to ensure their sustainability. If the level of support is reduced, there is a risk that Community Managed Libraries might fail and that the County Council would be in breach of their statutory duty.
77. If there are any proposed changes to library locations as a result of the Strategic Property Review this will require the completion of a full Community Impact Assessment and potentially public consultation (see paragraph 53).

Resource and Value for Money Implications

78. The approximate cost of the County Council’s Community Managed Library support package is broken down in paragraph 34.

79. The financial implications of reviewing the Community Managed Library support package are outlined in paragraphs 50-52.

80. If Cabinet agree the support package as described in paragraph 49, this will impact upon Strategic Property's ability to realise the MTFs savings targets that have been identified for Community Managed Libraries within Phase 2 of the Strategic Property review.

List of Background Documents/Appendices:

Appendix 1: Community Impact Assessment – Checklist and Executive Summary

Contact Details

Assistant Director: Janene Cox OBE, Assistant Director for Culture, Rural and Safer Communities

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Community Impact Assessment – Checklist and Executive Summary

Name of Proposal: Staffordshire's Library Service 2020-25

Project Sponsor: Janene Cox OBE, Assistant Director for Culture, Rural & Communities

Project Manager: Catherine Mann, Libraries & Arts Manager

Date: 07/02/20

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	Comments/Actions
<p>The project supports the Council’s Business Plan, priorities and MTFS.</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 106</p>	<p>✓</p>	<p>The county council has a statutory duty to provide “a comprehensive and efficient library service”. The delivery of an effective Library Service contributes to the delivery of our 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>Libraries are active partners in delivering agendas across the public sector, and within Staffordshire the Library Service contributes to delivering literacy, life skills and digital inclusion, supporting the delivery of Staffordshire’s Education and Skills strategy and our agenda for increasing aspiration.</p> <p>Staffordshire’s Libraries are integral to the development of “Community Help Points”. The library, as a community asset and our offer, are embedded within the Corporate People helping People agenda, the Place Based approach and enables communities to take responsibility for #DoingOurBit.</p> <p>Since 2013/14 when we began the Libraries Transformation programme, the library service has delivered £3m of MTFS savings. By April 2020, when a further £250,000 MTFS saving is delivered the libraries budget will have reduced by 41% to £4,205,040.</p>
<p>It is clear what the decision is or what decision is being requested.</p>	<p>✓</p>	<p>The Cabinet Member for Communities is asking Cabinet to agree the proposed strategy for Staffordshire’s Library Service 2020-2025 as described within the attached Cabinet report.</p> <p>Specifically, Cabinet will be asked to:</p> <ul style="list-style-type: none"> • Note the range of activity which takes place across Staffordshire Libraries and the value that this activity delivers within communities. • Endorse and agree the reviewed support package for the community managed library model which will enable the

Checklist	Action Completed	Comments/Actions
		sustainability of the Community Managed Libraries (CMLs) and support their work within communities
For decisions going to Cabinet, the CIA findings are reflected in the Cabinet Report and potential impacts are clearly identified and mitigated for (where possible).	✓	<p>A detailed Community Impact Assessment (CIA) has been updated which considers the potential impacts of developing the library offer.</p> <p>The CIA highlights the risk of reducing the level of support for Community Managed Libraries and outlines mitigations where possible.</p> <p>Where there is potential risk of adverse impact on any protected groups, a clear understanding of the impact is provided within the Community Impact Assessment to ensure that any decisions made are clearly informed and where appropriate, action is taken to mitigate any negative impact.</p>
Page 107 <p>The aims, objectives and outcomes of the policy, service or project have been clearly identified.</p>	✓	<p>During the next 5 years, our aspiration is that Staffordshire Libraries will continue to deliver county council outcomes; to support communities to do their bit, shaping the library offer to meet community need and to ensure that our libraries remain safe, welcoming spaces which reduce social isolation and enable children to have the best possible start.</p> <p>That Community Managed Libraries remain part of Staffordshire's statutory library network and are contracted to deliver the statutory library offer. Therefore, the delivery model for Staffordshire's Library Service does enable continued access to the library offer within communities.</p>
The groups who will be affected by the policy, service or project have been clearly identified.	✓	<p>Following a 12-week public consultation during 2018 a detailed Community Impact Assessment was completed in relation to proposed changes to the library service, taking account of potential impacts on particular groups and where possible providing mitigations to avoid any potentially negative impacts.</p> <p>The 2018 Community Impact Assessment has been updated to outline the potential risks and benefits associated with the current proposals.</p>

Checklist	Action Completed	Comments/Actions
The communities that are likely to be more adversely impacted than others have been clearly identified.	✓	As above.
Engagement / consultation has been undertaken and is representative of the residents most likely to be affected.	✓	<p>A full 12-week Libraries public consultation took place between 8th January 2018 and 1st April 2018. In total 3,666 individuals, organisations and stakeholders shared their views as part of the consultation.</p> <p>The outcome of the consultation has informed the future development of Staffordshire's Library Service and a full Community Impact Assessment was completed in 2018. This included the potential impacts of piloting a self-service system.</p> <p>Further engagement in relation to the current proposals in relation to CMLs has taken place with CML representatives who attended the CML network meeting on January 8 2020 and a meeting with a representative from MPFT who manage and deliver the library service at 8 locations.</p> <p>10 Staff Briefings have been completed with the Libraries & Arts Manager during December 2019. These were held prior to the publication of the draft Cabinet Report in January 2020.</p>
A range of people with the appropriate knowledge and expertise have contributed to the CIA.	✓	SCC colleagues have contributed to the Community Impact Assessment which has been overseen by the Libraries & Arts Manager who is a service specific specialist within SCC.
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.	✓	<p>The Library Service have reviewed and monitored a range of data in relation to use and impact of the current library model.</p> <p>This includes statistical evidence relating to visits, issues, PC use and membership; case studies which highlight impact, annual reports from the Community Managed Libraries, data collected during the 2016 PLUS survey and local knowledge of a range of stakeholders including library staff, SCC colleagues, local members and partners.</p> <p>This evidence is summarised in paragraphs 18-21 within the cabinet report.</p>
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.	✓	Following the public consultation held during 2018, a detailed Community Impact Assessment was completed in relation to any proposed changes to the library service, taking account of potential

Checklist	Action Completed	Comments/Actions
		<p>impacts on particular groups and where possible provides mitigations to avoid any potentially negative impacts.</p> <p>The insight gathered during 2018 has informed the updated CIA.</p>
<p>The next steps to deliver the project have been identified.</p>	<p>✓</p>	<p>If Cabinet approve the recommendation on the suggested strategy for Staffordshire's Library Service, the purposed timescales are as follows:</p> <ul style="list-style-type: none"> • April 2020 – implement the self-service pilot (as agreed by Cabinet in 2018 and informed by the 2018 Community Impact Assessment) • From April 2020 – consult and engage CMLs upon a reviewed offer of support when their contracts are due for renewal • From July 2020 – work with HR to begin workforce remodelling in consultation with library staff and their Trades Union representatives • April 2021 – implement a new operating model • After April 2021 – introduce the reviewed CML support offer • These dates are indicative and could be subject to change

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>PSED</p> <p>What are the impacts on residents with a protected characteristic under the Equality Act 2010? 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.</p>	<p>If Cabinet agree the reviewed support package for the community managed library model, there will be a neutral impact on residents with protected characteristics.</p> <p>There will however be a potentially negative impact on SCC library staff when the operating model is reviewed. Staffing impacts will be fully understood and consulted upon where necessary once the design is complete</p>	<p>The Public Libraries and Museums Act 1964 gives the County Council a statutory duty to provide “a comprehensive and efficient library service for all persons”</p> <p>During the next 5 years we want Staffordshire Libraries to continue to deliver county council outcomes; to support communities to do their bit, shaping the library offer to meet community need and to ensure that our libraries remain safe, welcoming spaces which reduce social isolation and enable children to have the best possible start</p> <p>To achieve this, we will ensure that we have a workforce that supports the delivery of the frontline library service; a small team of staff who provide guidance to the Community Managed Libraries; a high performing book stock and continued investment in digital solutions</p>	<p>Some posts within the Libraries and Arts Service will be affected by the staffing review which will deliver £250k MTFs saving</p> <p>There will be a reduction in the number of management roles that will be required to deliver services to realise savings</p> <p>Staff may experience changes to job roles, hours and structures</p>	<p>The County Council will apply appropriate organisational HR policies and procedures and a comprehensive approach to staff engagement</p> <p>Staff will be supported through the process with ongoing engagement and consultation with both them and their trade union representatives</p> <p>10 Staff Briefings have been completed with the Libraries & Arts Manager during December 2019. These were held prior to the publication of the draft Cabinet Report in January 2020</p>
Health and Care	Some residents		If the level of support for	The delivery model for

<p>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>Staffordshire Libraries are integral to the development of 'Community Help Points' (previously known as Active Signposting Hubs), within the Supportive Communities Programme</p> <p>Community Help Points will provide people and professionals with a local point of contact to access information, advice & guidance which will assist people to live well within their communities</p> <p>The aspiration is to embed the Community Help Points, which include libraries, within Staffordshire's adult social care pathway</p> <p>If Cabinet agree the reviewed support package for the community managed library model, there is the potential to develop more libraries as Community Help Points which will have a positive impact on residents' health</p>	<p>Community Managed Libraries is reduced there is a risk that Community Managed Libraries may fail. This would reduce the number of Community Help Points across Staffordshire</p>	<p>Staffordshire's Library Service enables continued access to the library offer within communities</p> <p>Community Managed Libraries remain part of Staffordshire's statutory library network and are contracted to deliver the statutory library offer</p> <p>Community Managed Libraries provide volunteer opportunities which build community capacity and provide work experience which can have a positive impact on Health & Wellbeing</p> <p>Staffordshire Libraries support the delivery of the County Council's IAG offer to ensure that people have access to relevant information</p>
<p>Economy</p>	<p>Some residents &</p>	<p>During the next 5 years, our</p>	<p>If the level of support for</p>	

<p>How will the proposal impact on the economy of Staffordshire or impact on the income of Staffordshire's residents?</p>	<p>Library Staff</p>	<p>aspiration is that Staffordshire Libraries will continue to deliver county council outcomes; to support communities to do their bit, shaping the library offer to meet community need and to ensure that our libraries remain safe, welcoming spaces which reduce social isolation and enable children to have the best possible start</p> <p>During 2018/19 Staffordshire Libraries engaged 3,000 people in activity to support economic growth</p>	<p>Community Managed Libraries is reduced there is a risk that Community Managed Libraries may fail which will impact on our ability to support economic growth within communities</p> <p>There will be a potentially negative impact on SCC library staff when the operating model is reviewed</p>	<p>The delivery model for Staffordshire's Library Service enables continued access to the library offer within communities</p> <p>Community Managed Libraries remain part of Staffordshire's statutory library network and are contracted to deliver the statutory library offer</p> <p>Staffing impacts will be fully understood and consulted upon where necessary once the design is complete</p>
<p>Environment</p>	<p>All residents</p>	<p>During the next 5 years, our aspiration is that Staffordshire Libraries will continue to deliver county council outcomes; to support communities to do their bit, shaping the library offer to meet community need and to ensure that our libraries remain safe, welcoming spaces which reduce social isolation and enable children to have the best possible start</p> <p>Staffordshire Libraries support recycling through the loan of books and e-resources and during 20120/21 will become pilot drop off points for local repair cafes</p> <p>During 2020-21 Staffordshire Libraries will support the establishment of workplace Climate Change Champions across all 43 libraries</p>	<p>If the level of support for Community Managed Libraries is reduced there is a risk that Community Managed Libraries may fail which would impact on resident's ability to access the library offer within their community</p> <p>If people have to travel further to access the library offer this will have an environmental and climate change impact</p> <p>An unoccupied library building could have a detrimental effect on the built environment</p> <p>If Cabinet agree the support package as described in paragraph 49, this will impact upon Strategic Property's ability to realise the MTFs savings targets that have been identified for Community Managed Libraries.</p>	<p>The Community Managed Library model in Staffordshire enables continued access to the library offer within communities</p> <p>Community Managed Libraries remain part of Staffordshire's statutory library network and are contracted to deliver the statutory library offer</p>
<p>How will the proposal impact on the physical environment of Staffordshire? Does this proposal have any Climate Change implications?</p>				

Localities / Communities	All residents	During the next 5 years, our	If the level of support for	The Community Managed Library
---------------------------------	---------------	------------------------------	-----------------------------	-------------------------------

How will the proposal impact on Staffordshire's communities?

aspiration is that Staffordshire Libraries will continue During the next 5 years, our aspiration is that Staffordshire Libraries will continue to deliver county council outcomes; to support communities to do their bit, shaping the library offer to meet community need and to ensure that our libraries remain safe, welcoming spaces which reduce social isolation and enable children to have the best possible start

Across Staffordshire Libraries during 2018/19, there were:

- **1,848** people were engaged in community activity – volunteering, co-creation and co-production of the library service offer
- **323,620** attendances at learning activities
- **13,545** attendances in activities to support people to develop their digital literacy skills across Staffordshire Libraries
- **130,301** attendances at cultural and creative activities

Community Managed Libraries provide volunteer opportunities which build community capacity and provide work experience

During 2018-19:

- Over **1,151** volunteers participated in regular volunteering opportunities contributing **100,529** hours of volunteering into the service which added value and made a financial, in kind, contribution of **£1.4m¹** towards the delivery of Staffordshire's Library offer for the same period.

Community Managed Libraries is reduced there is a risk that Community Managed Libraries may fail which would impact on our ability to support community capacity building within some localities/communities

model in Staffordshire enables continued access to the library offer within communities

Community Managed Libraries remain part of Staffordshire's statutory library network

Service Level Agreements with community organisations ensure that volunteers are supported and trained by SCC to deliver the statutory library offer

Library Community Support Officers (CSOs) to work within communities to build capacity and extend the volunteer base.

CSOs support volunteer organisations to recruit and train volunteers to build capacity

Additional events, activities and interventions are delivered by CML's as a direct response to community need

¹ The cost of volunteering in accordance with best practice is based on the following calculations (all figures published May 2015 on ONS website regarding all UK industries and occupations.). Average weekly earnings for full-time employees in the UK divided by hours in a full-time week worked on average equals £13.71 per hour average. Rounded up for ease of calculation to £14 per hour volunteered.

Cabinet Meeting on Wednesday 19 February 2020

HS2: Trent Sow Parklands and Cannock Chase AONB Design and Environmental Enhancement Plan



Cllr Mark Winnington, Cabinet Member for Economic Growth said,

“We see ourselves as custodians of some wonderful countryside, including the Trent Sow Parkland and of course Cannock Chase.

From the outset we have worked hard to ensure the impact of HS2 on our landscape is mitigated.

As part of this the county council, together with the National Trust and others, successfully petitioned for a review group to be established to input into the design and oversee a £1.5m enhancements spending pot.”

Report Summary:

This report covers the geographical scope and functions of the Trent-Sow Parklands and Cannock Chase AONB HS2 Group, its achievements to date and the completion of its first key piece of work: the Design Guide for HS2 Part 1 – Design Principles.

Recommendations

I recommend that:

- a. Members note the work to date in petitioning to secure the creation of the Review Group described below.
- b. Members note and endorse the design principles developed to help mitigate the impacts of HS2 on protected landscapes in the project area.

Local Members Interest	
Cllr Alan Dudson	Brereton & Ravenhill
Cllr Paul Snape	Cannock Town Centre
Cllr Johnny McMahon	Cannock Villages
Cllr Derek Davis	Chadsmoor
Cllr Mike Sutherland	Etchinghill & Heath
Cllr Phil Hewitt	Hednesford & Rawnsley
Cllr Bryan Jones	Hednesford & Rawnsley
Cllr John Francis	Stafford Trent Valley

Cabinet – Wednesday 19 February 2020

HS2: Trent Sow Parklands and Cannock Chase AONB Design and Environmental Enhancement Plan

Recommendations of the Cabinet Member for Economic Growth

I recommend that:

- a. Members note the work to date in petitioning to secure the creation of the Review Group described below.
- b. Members note and endorse the design principles developed to help mitigate the impacts of HS2 on protected landscapes in the project area.

Report of the Director of Economy, Infrastructure and Skills

Reasons for Recommendations:

1. High Speed 2 (HS2) Phase 2a crosses 51km of Staffordshire countryside, passing near a notable collection of nationally and locally important landscapes. These include the washlands at the confluence of the rivers Trent and Sow; the historic designed landscapes of Shugborough, Ingestre and Tixall; 18th and 19th century transport infrastructure; the Conservation Areas of The Trent and Mersey Canal, Staffordshire and Worcestershire Canal, Ingestre, Tixall, Great Haywood and Shugborough and Colwich and Little Haywood; together with numerous listed buildings and environmental designations. Part of this landscape is within or in the setting of the Cannock Chase Area of Outstanding Natural Beauty (AONB), a nationally important protected landscape.
2. The integration of HS2 within this landscape requires careful consideration through design. A high standard is required, especially for substantial structures such as the Great Haywood Viaduct, and mitigation measures which seek the sympathetic integration of the railway within the wider historic landscape.
3. During the passage of the Bill through the House of Commons, the County Council petitioned on this matter, alongside the National Trust and others. These petitions secured assurances that the Trent-Sow Parklands and Cannock Chase AONB HS2 Group (the Review Group) would be established. The group contains representatives from:

- a. HS2 Ltd
- b. Staffordshire County Council
- c. Cannock Chase AONB
- d. Natural England
- e. Historic England
- f. Stafford Borough Council
- g. Canal and Rivers Trust
- h. Inland Waterways

4. The Review Group has two functions:

- a. To work together to develop a set of general and detailed design principles that will be used as guidance by HS2 and its contractors to inform the design of the scheme in order to create a locally responsive, high quality design through this important and environmentally sensitive landscape.
- b. To develop and propose a package of environmental enhancements, which go beyond the mitigation measures provided as part of the Scheme. These will be outside Act limits but within a defined Project Area. A budget of up to £1.5m has been made available for the Review Group to spend on enhancement projects.

5. The group has commissioned landscape specialists to develop a Design Guide (please see Appendices) containing both general and detailed principles for works across the project area. The general design principles cover communities; access, enjoyment and connectivity; landscape; historic environment; and ecology and hydrology. Detailed design principles focus on how key elements of the scheme can be designed to minimise impacts on the landscape and respond to local character. They include the Great Haywood viaduct, bridges and green bridges, noise barriers, transformer stations, ponds, ecological corridors and vegetation.

6. The Review Group is currently developing an Environmental Enhancement Plan for projects located outside the Act Limits. The group will work with contractors, once appointed to ensure that these principles are embedded in the design process.

7. The group will complement the main HS2 Design Panel. This is an independent non-executive advisory body chaired by Sadie Morgan. Members are experts drawn from many industries and design disciplines. The role of the Design Panel is to review and critique outcomes at key stages in the design process. The Design Panel does not make design decisions, but it does offer impartial recommendations and advice.

8. The relationship between the Design Panel and the Group will be two way, with each group providing feedback to the other as appropriate. For the similar groups in Phase 1, (the Chilterns AONB review group and the Colne Valley Regional Park panel), there is a nominated person who attends Design Panel meetings as an observer. The nominated person receives the record of the Design Panel meeting for circulation 'in confidence' to the Group. It is intended that Staffordshire should have the same arrangement.

Legal Implications

9. There are no legal implications arising as a result of this report.

Resource and Value for Money Implications

10. There are no financial implications arising as a result of this report. The work undertaken through this group is fully funded by HS2 Ltd. The funding was secured through the parliamentary petitioning process for the Phase 2a (West Midlands – Crewe) Bill.

List of Background Documents/Appendices:

Appendix 1 - DRAFT: A Design Guide for HS2 – Part 1: Design Principles

Contact Details

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A design guide for HS2 Part 1 - Design Principles

First draft
September 2019

Document control

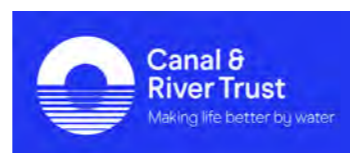
Version	Date	Status	Prepared	Approved
0.5	22 July 2019	Draft - structure, contents and first component of Detailed Design Principles	JB/ GW	RH
0.6	20 August 2019	Draft - sections 1-4 and first component of Detailed Design Principles	RH/ GW	KA/ RH
1.0	09 September 2019	First Draft sections 1-5 complete	RH/ GW	RH

Project: A design guide for HS2 - Part 1, Design Principles

Client: Trent-Sow Parklands and Cannock Chase AONB HS2 Group

Reference: 10726

Link: S:\10700\10726 Trent Sow Parklands\Graphics\Report



Contents



1 Introduction

1.1 Background	4
1.2 Scope and purpose	4
1.3 Document structure	4

2 Context

2.1 Purpose	6
2.2 Landscape	6
2.3 Historic Environment	8
2.4 Ecology and Hydrology	10
2.5 Access, Enjoyment and Connectivity	11
2.6 Communities	11

3 Vision

Project vision	12
----------------	----

4 General Design Principles

4.1 Introduction	13
4.2 Quality	13
4.3 Application	13
4.4 Schedule 17 Applications	13
4.5 Pre-application meetings	13
4.6 Enhancements Projects	13
4.7 Synergy	13
7.8 The five General Design Principles	13
1 Landscape	14
2 Historic Environment	15
3 Ecology and Hydrology	16
4 Access, Enjoyment and Connectivity	17
5 Communities	18

5 Detailed Design Principles

5.1 Purpose	19
5.2 Elements	
A Making good after construction	20
B Bridges	21
C Great Haywood viaduct	23
D Green bridges	31
E Noise barriers and fencing	34
F Auto-transformer stations	35
G Ponds	37
H Ecological corridors	39
J Vegetation including lineside slopes	40

6 Alignment related sketch plans

Purpose	42
Plans	

7 Sketch Masterplan

Illustrative Sketch Masterplan	45
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1 Introduction

1.1 Background

High Speed 2 (HS2) Phase 2a (West Midlands to Crewe), passes through and close to a notable collection of nationally and locally important landscapes in Staffordshire. These include the washlands at the confluence of the rivers Trent and Sow; the historic designed landscapes of Shugborough, Ingestre and Tixall; 18th and 19th century transport infrastructure; the Conservation Areas of The Trent & Mersey Canal, Staffordshire & Worcestershire Canal, Ingestre, Tixall, Great Haywood and Shugborough and Colwich and Little Haywood; together with numerous listed buildings and environmental designations. Part of this landscape is within or in its setting of the Cannock Chase Area of Outstanding Natural Beauty (AONB).

1.2 Scope and Purpose

The integration of HS2 within this special landscape requires careful consideration through design to mitigate the scheme and its effects. A high standard of design is required, especially for substantial structures such as the Great Haywood Viaduct, and mitigation measures which seek the sympathetic integration of the railway within the wider historic landscape.

The overall aim of this commission is to develop a Trent-Sow Parklands and Cannock Chase AONB Design and Environmental Enhancement Plan comprising the following elements:

- Stage 1: Design Principles - both general and detailed principles, for works across the project area.
- Stage 2: Environmental Enhancement Plan - for enhancement projects located outside the Act Limits.

The purpose of the Design and Environmental Enhancement Plan is to inform the design of key railway infrastructure and landscape works and help the Group identify environmental enhancement measures that can be implemented as part of the construction and subsequent operation of HS2, integrating the railway in this special landscape.

Whilst the Plan will be delivered in two separate reports, it will be developed in a holistic manner, with the Enhancement Projects building on the Design Principles established in the first stage, reflecting the deep understanding of the project area.

Review Group

During the passage of the HS2 Phase 2a Act through Parliament it was agreed that a partnership group would be established, the Trent-Sow Parklands and Cannock Chase AONB HS2 Group, 'the Review Group'.

The purpose of the Review Group in relation to the Design and Environmental Enhancement Plan is twofold. Firstly, the Review Group work together to agree a set of general and detailed design principles that could be used as guidance by HS2 and their Contractors to inform the detailed design of the route through the locally important and nationally designated status and environmentally sensitive landscapes. This creates an opportunity to influence the design of the scheme to ensure a locally responsive, high quality design that reflects these important landscapes. The terms of reference of the Review Group recognise that the design principles must be:

- developed from the 'Phase 2a Great Haywood Illustrative Design Plan' which illustrates the current design response;
- developed not to impact on the timely economic and safe delivery or operation of the railway;
- consistent with HS2 Environmental Minimum Requirements; and
- relevant to the grounds on which the relevant planning authority would be entitled to refuse approval under Schedule 17 to the Act.

Secondly, the Review Group decide how a budget of £1.5m will be spent on enhancement projects that would be over and above the mitigation measures provided as part of HS2 outside of the (Act area).

In undertaking this task LUC, working on behalf of the Review Group, has identified natural overlap between design principles and enhancement projects. This is a product of good design and an iterative design approach that seeks to achieve maximum value from the funds available. It is recognised and accepted that any proposals outside of the powers of the Act would need to be considered for consent separately by the relevant authorities, secure separate landowner agreements and potentially form part of the enhancements projects, to be funded by the £1.5m budget.

Project Area

The project area (see Figure 1.1 opposite) has been developed in collaboration with the Review Group to provide a focus for both the design principles and the enhancements projects.

This area covers just over 3,500ha, extending approximately 3.0km north and south from the HS2 centre line in order to cover issues that might affect the important landscapes surrounding the route.

The Detailed Design Principles focus on the direct above ground impacts resulting from 7.2km of HS2 between Trent Walk Underbridge (ch.209+814) in the west to Colwich Bridleway 23 Accommodation Green Overbridge (ch.202+600) in the east of the project area.

Audience

This Guide is aimed at HS2's contractors and their design teams who will be producing proposals for submission to HS2 and the relevant local planning authorities. It is equally aimed at those who will be reviewing these proposals with regard to Schedule 17. In both cases it assumes a reasonable degree of skill and knowledge in both relevant professions and of the environmental context of the proposals.

The use of checklists and direct referencing of the Design Principles aims to facilitate this process. So too does the document structure by providing high level information in the initial section detailed guidance on different functional elements under the 'Elements' section, before illustrating how both can be brought together in the last section of sketch designs for the complete above ground alignment within the project area.

Within Act Limits

Act Limits have been taken from the 2019 HS2 documents. These include land temporarily required for construction purposes. In common with our understanding of the approach to date our proposals assume that land used for construction is returned to agriculture on completion of the scheme. In some cases we suggest setting aside this process, and more commonly in others we suggest enhancement by means of making good or in the design of permanent features such as attenuation facilities.

Outside Act Limits and Enhancement Projects

This Design Guide forms one part of a commission that also includes the identification of Enhancement Projects. These Enhancement Projects will be funded separately from a £1.5m budget to be used for integration or enhancement works/ initiatives in the project area but outside of Act Limits. These are covered in The Environmental Enhancement Plan as a separate linked document.

1.3 Document structure

This Design Guide sets out the protection of important features and integration of the HS2 scheme into its surroundings, as well as enhancement to the project area and is intended to guide detailed design and delivery of the project vision for the area. This Guide therefore presents:

- An overview of the spatial context of the project area;
- The Vision;
- The General Design Principles;
- The Detailed Design Principles for each of the major elements of the HS2 scheme; and
- How the Detailed Design Principles could be applied to the alignment of HS2 in sketch form.

The final chapter of this Guide presents a sketch masterplan of the scheme to illustrate how the Detailed Design Principles could be manifest in the project area.

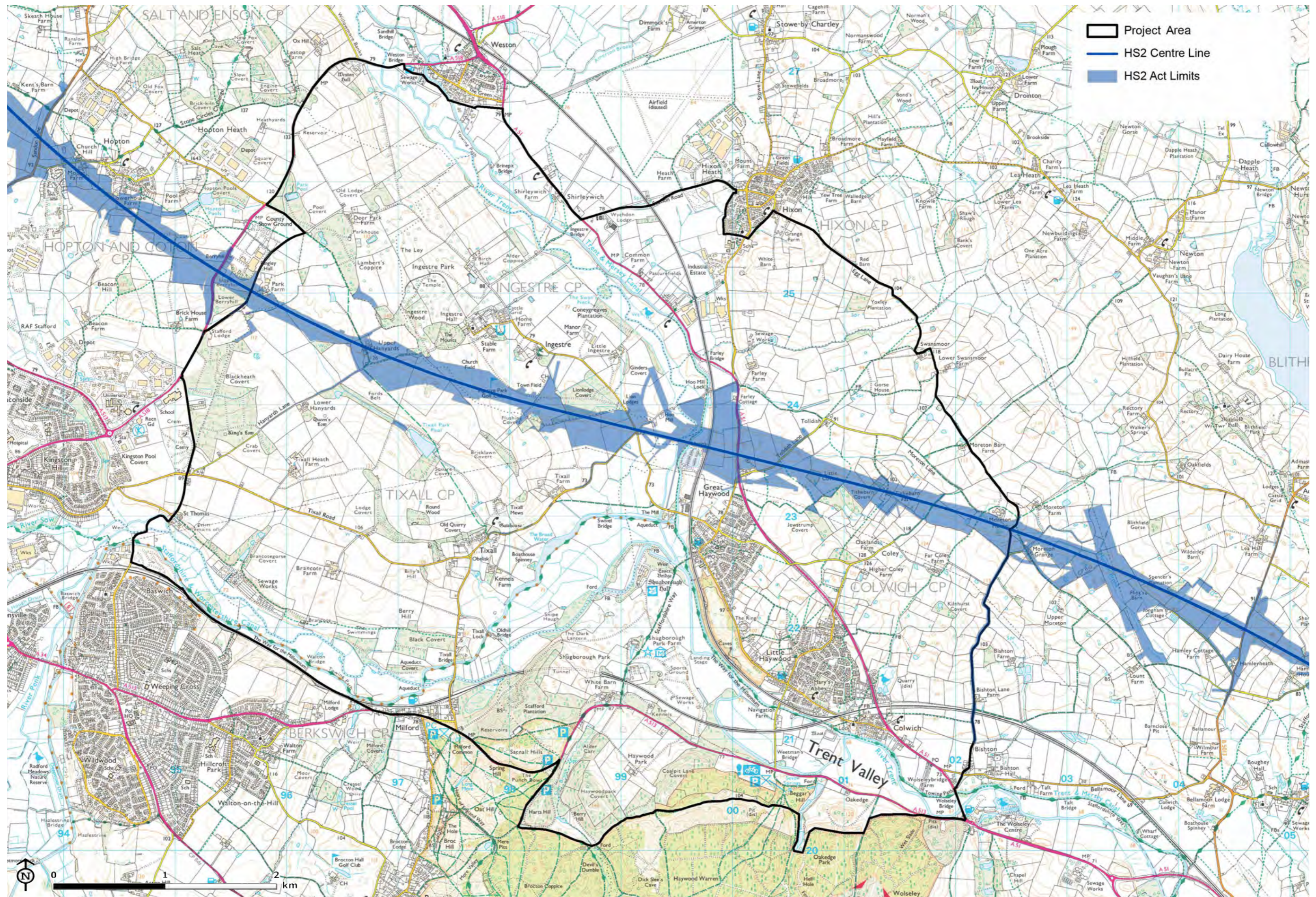


Figure 1.1 - Project Area

2 Context



Settled Estatelands LCA



Riparian Alluvial Lowlands LCA



Settled Farmlands LCA ©Cookson&Tickner



Sandstone Hills and Heaths LCA ©Cookson&Tickner

2.1 Purpose

The project area and its special character was a subject of considerable discussion by the Review Group. It was agreed that there are five basic groups of characteristics which contribute to this character; and that an understanding of these characteristics is central to achieving integration of the railway into this landscape. This chapter briefly describes the baseline condition of each of the five groups of characteristics:

- Landscape;
- Historic Environment;
- Ecology and Hydrology;
- Access, Enjoyment and Connectivity; and
- Communities.

Their description is not intended to be exhaustive and it is assumed that designers will inform themselves further by reference to relevant documents, some of which are noted below. We would also recommend a thorough site survey and analysis of the project area and its setting by walking (or cycling).

These groups of characteristics lie at the heart of this document informing directly the General Design Principles (GDPs) set out in Chapter 4 each of which relates directly to these groups, and Chapter 5 Detailed Design Principles (DDPs) reference each group where relevant.

2.2 Landscape

The Design Principles have been developed to respond to landscape character. The project area lies within four Landscape Character Areas (LCAs) which are shown on Figure 2.1, taken from the Staffordshire SPD, Planning for Landscape Change, Volume 3. Further information can be found in the Planning for Landscape Change document and February 2019 HS2 SES2 and AP2, Volume 5: Technical Appendices, CA2 (LV-001-002). A summary of key landscape characteristics of each LCA is provided below.

Settled Estatelands LCA

A gently rolling, open, lowland with acid sands and sandy brown soils over Triassic sandstones and sparse dispersed settlement often between straight roads. Vegetation comprising remnant silver birch woodlands, heathland and intact well-treed stream corridors, and degraded lost and fragmented hedgerows with trees.

Riparian Alluvial Lowlands LCA

Flat river valley with alluvial soils and occasional peat overlies alluvial drift and Triassic mudstones with pastoral floodplain farming, little settlement and small, narrow lanes resulting in a rural landscape of quiet, peaceful character. A large scale landscape with boundaries of fencing and hedges with trees. Views across the landscape are framed by woodland blocks and contained by surrounding well wooded valley slopes. Watercourses are well wooded.

Settled Farmlands LCA

Strongly rounded lowlands and hills with steeper slopes and narrow stream valleys draining the plateau with non-calcareous loamy brown soils overlying Triassic mudstones. An arable, varied irregular pattern of small to medium sized hedged fields and scatter of small woodlands (often ancient) contrasts with distinctive historic designed parklands with parkland trees and increased woodland cover.

Sandstone Hills and Heaths LCA

An undulating landscape with steep sided hills and dissected plateaus with acid sands and sandy brown soils over Triassic sandstones, and dispersed settlement linked by sunken and winding lanes. Large regular fields in lower, flatter areas allowing expansive views across and small fields on the steep valley sides bound by hedgerows with mature oak trees. Broadleaf woodlands (often ancient), copses and heathland typically lie in clusters and along ridgetops.

Cannock Chase AONB

The Cannock Chase Area of Outstanding Natural Beauty (AONB) is located in the south of the project area. Further information on the AONB can be found in the Cannock Chase AONB Management Plan 2019-2024 (Cannock Chase AONB, 2019). A summary of relevant Special Qualities of the AONB is provided below arranged in contributing factors that contribute to natural beauty.

Landscape Quality

- A largely intact landscape of heathland and wood pasture, providing a historical and spatial continuity of scale, openness, semi-natural land cover, public ownership and access.

Scenic Quality

- A scenic and varied landscape of heathland, woodland, wood pasture, parkland, mixed pastoral and arable farmland and traditional farmsteads.
- Domed plateau landform particularly influenced by the River Trent to the north.
- Inspiring views both to the elevated plateau of the Chase from surrounding areas and from the high ground of the Chase across the farmed vales.
- Relative wildness and tranquillity
- A haven of tranquillity and wildness providing popular spaces for informal recreation.

Relative wildness and tranquillity

- A haven of tranquillity and wildness providing popular spaces for informal recreation.

Natural Heritage Features

- Underlying red sandstone containing sand-cemented pebbles contributing to the economic prosperity of the area.
- Extensive areas of lowland heathland and associated habitats of EU importance.
- Rivers, wetlands and waterways including the Trent and Sow rivers and the Staffordshire and Worcestershire canal.
- Ancient broadleaved woodland and wood pastures, containing veteran oak trees, woodland flowers, birds, bats and insects.
- Wildlife that is nationally rare, protected and/ or strongly associated with the Chase.

Cultural Heritage

- A rich history, including historic houses and parkland, historic field patterns, the rich heritage of iron and glass working and coal mining, the Staffordshire and Worcestershire canal.
- Historic parkland, ornamental landscapes, and the relationships between them, often associated with fine houses and landed estates such as Shugborough.
- Common land which has an ancient history providing grazing for local farms and smallholdings.

Connectivity and Community

In addition to the typical contributing factors to natural beauty, there is deep public understanding and enjoyment of the Chase which makes it special. There is a strong network of local communities and interest groups who cherish and help care for the Chase and its designated status. There is a network of well-maintained rides and paths through woodland and heathland providing opportunities for stimulating exercise and exploration.

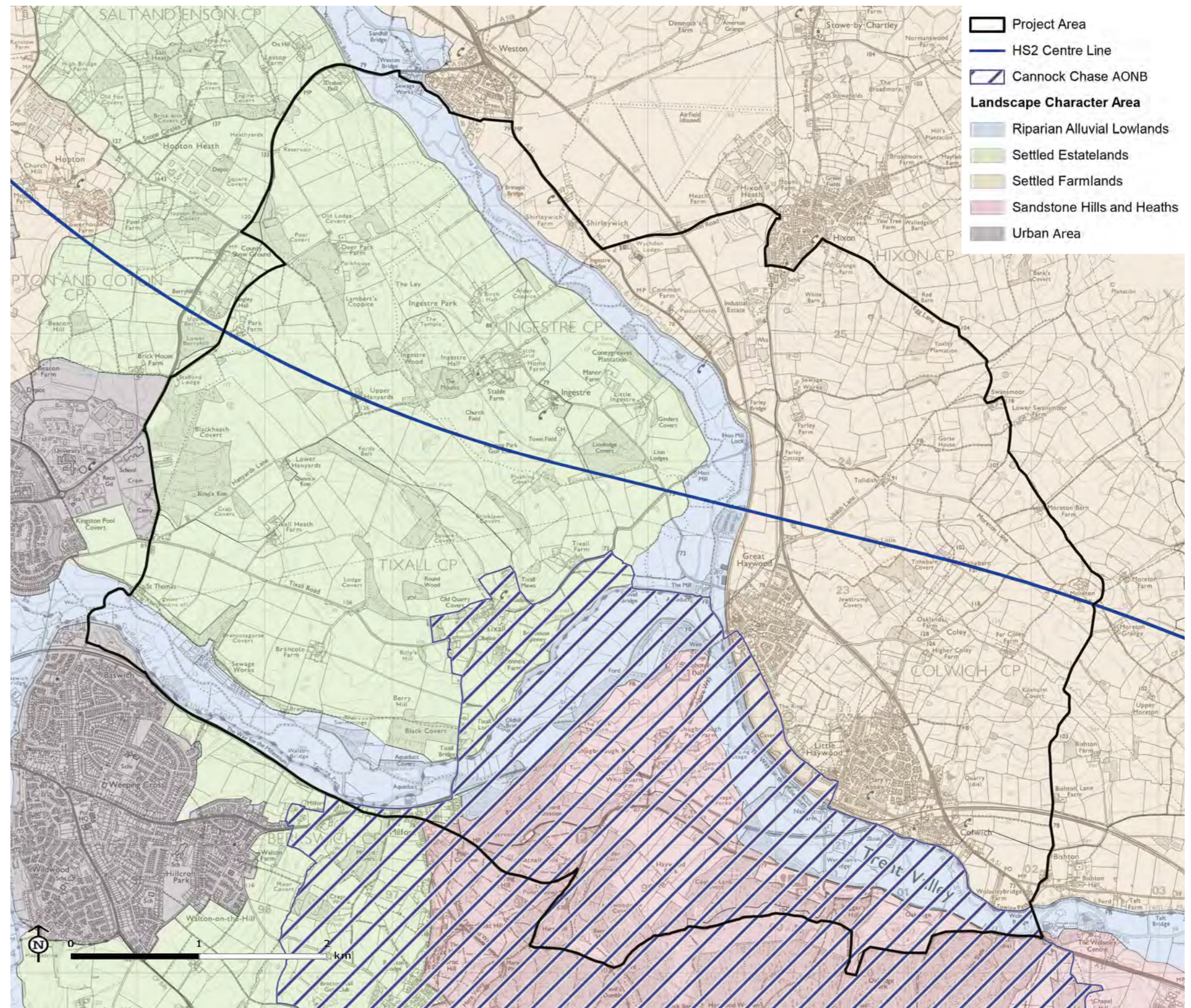


Figure 2.1 - Landscape

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2.3 Historic Environment

The Design Principles have been developed in consideration of the rich historic environment within the project area. This section provides an overview of the key elements that should be referred to and considered in any design process. Figure 2.2 opposite illustrates the historic environment designations.

Assets on the National Heritage List

There are nine Grade I, ten Grade II* and 73 Grade II Listed Buildings within the project area, the majority of these are concentrated in the south east. There are four Scheduled Monuments in the south of the area associated with the Rivers Sow and Trent.

Shugborough Park located in the south of the study area is a Grade I Registered Park and Garden which was created mid to late C18th as a pleasure ground and landscape park with buildings in the Chinese and Greek Revival styles, associated with a country house. The formal garden layout by W.A. Nesfield dates from c1855.

Conservation Areas

There are six Conservation Areas (CAs) in the project area which are shown on Figure 3 adjacent. Full details of these CAs are contained in their respective Appraisals, which can be found on Stafford Borough Council's website: <https://www.staffordbc.gov.uk/conservation-areas-list>. Appraisals set out the key positive characteristics, protection and future management and therefore should be referred to, to inform any proposals. Summaries of the CAs Special Interest are provided below.

Colwich & Little Haywood CA: A relatively well-preserved street pattern, with ancient lanes and a greenway remaining with a collection of building types from the C13th Church of St Michael and All Angels, C16th and 17th cottages; C19th farms, railway architecture; and Victorian houses, reflecting strong time-depth and agricultural roots of the villages. The villages host a wealth of mature trees and historic boundaries of holly hedges, stone walls and contrasting orange brick walls. There are dramatic, unspoilt views of Cannock Chase.

Great Haywood & Shugborough CA: Great Haywood is a linear village comprising historic buildings and well preserved stone walls with a variety of building types and architectural styles including a wealth of surviving classical features, lending elegance to the village. There is a strong connection between the village and Shugborough estate, as a result of the estate cottages and preserved historic routes into Shugborough. There are countryside views from the Trent and Mersey canal towpath.

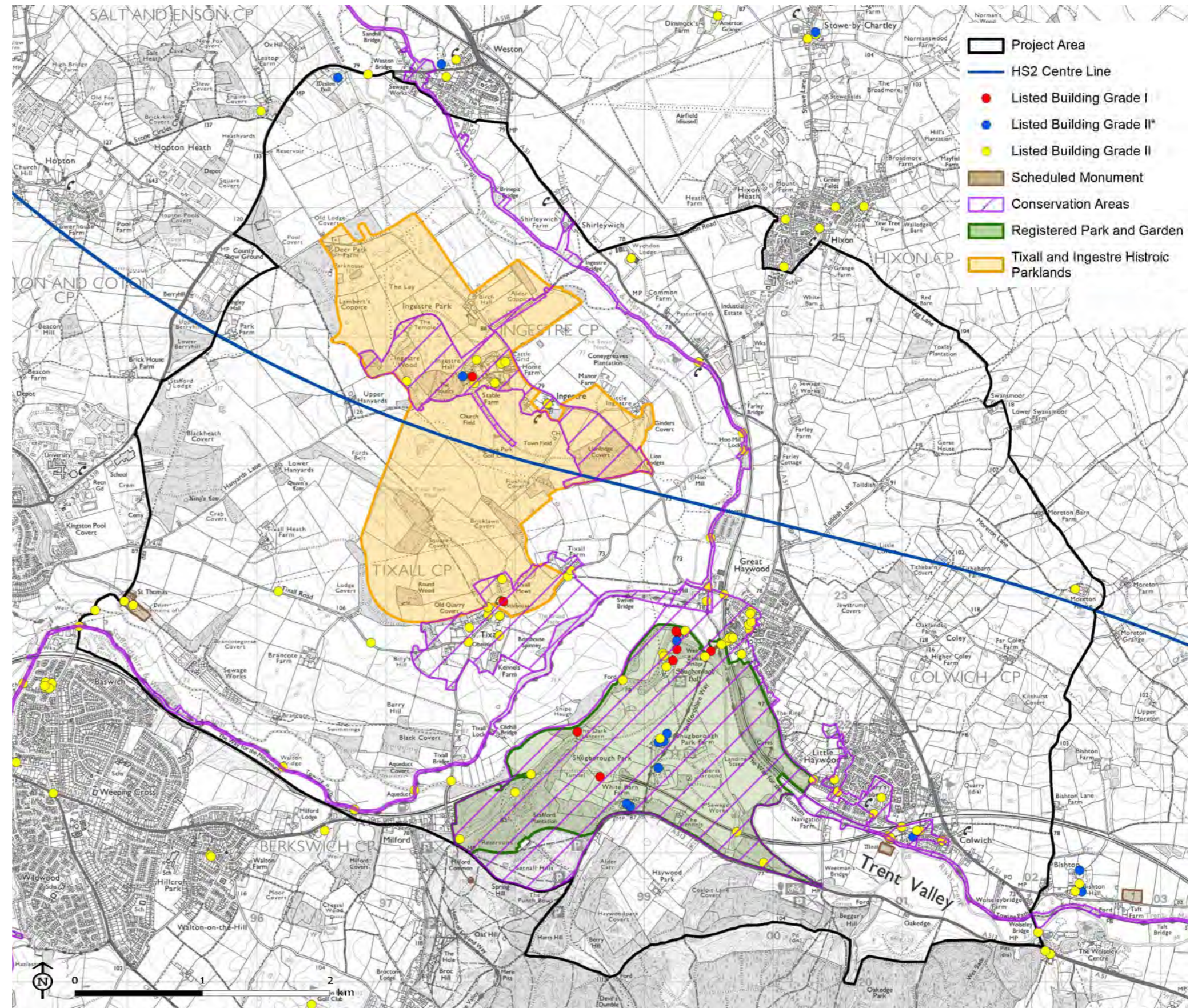


Figure 2.2 - Historic environment

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View along the Staffordshire and Worcestershire Canal with historic buildings associated with the canal

Shugborough - a breath-taking parkland with an overarching classical style and an abundance of mature trees, Grade I registered Shugborough Park and C17th Shugborough Hall, many Scheduled Monuments and structures listed at Grade I and II*, and striking landmark bridges, reflecting the development of the railways, the canal network and the historical relationship between village and estate. Two well-preserved Model Farms demonstrating development in agriculture during the C19th link. The River Trent, River Sow and Trent and Mersey Canal meandering through the parkland create a peaceful character and there are picturesque views and vistas of the surrounding parkland and pastures.

Ingestre CA: A complete country estate including Hall, Church, stables, historic gardens, estate cottages, walled garden and pavilion reflecting its built historic development from the early C17th to the early C20th, with little loss or alteration to buildings and plan form. Historic assets are of an exceptionally high quality, including the grade I St Mary's Church, the sole building by Sir Christopher Wren outside of London; Grade II* Ingestre Hall with phases of development by Nicholas Hawksmoor 1688, Nash 1808-1810, and John Birch 1882; a Grade II Orangery thought to be by Samuel and Joseph Wyatt; and the landscaped gardens including elements of a Capability Brown design and the Grade II listed Ingestre Pavilion. The natural and designed part of a national network of navigations following the natural contours of the landscape with hardly any embankments or cuttings. Retains a C18th narrow pound lock and lock keepers cottage at Tixall and numerous single-span brick



View across Tixall Broad on the Staffordshire and Worcestershire Canal with waterside trees, looking towards Tixall model farm

road and accommodation bridges with stone and brick copings, ironwork features, sandstone steps and copings and historic surfaces, contemporary with the canal. Surviving mill and wharf at Great Haywood, reflecting the importance of the canal for industry.

The canal has a predominantly rural setting characterised by long reaching views out over rolling countryside, water meadows, and historic landscaped parkland. The canal forms a distinctive part of the setting of the historic buildings and landscape of the Tixall Conservation Area, and includes a section of Capability Brown designed 'landscaped' canal at Tixall Broad. Canal-side trees and hedgerows form boundaries to give an enclosed setting to the canal in parts. There are strong visual elements of industrial transportation heritage due to the close proximity of the railway and navigations of the River Sow.

Tixall CA: Long associated with the parkland and estate of the former Tixall Hall (demolished in the 1920s), between Ingestre Estate to the north and the Shugborough Estate to the south. The village remains unaffected by unsympathetic modern development and retains unspoiled character. There is a collection of listed buildings, monuments and structures reflecting the history of the Tixall Estate and village and the Grade I listed C16 Tudor gatehouse to the former C16th and later C18 Tixall Hall and purpose built C19 model farm survive as landmarks.

There is a strong visual harmony and estate identity created through the use of local vernacular building materials of Tixall Stone and Staffordshire red brick. The former designed parkland attributed to Capability Brown, provides breath taking views and vistas of open countryside and the Staffordshire and Worcestershire Canal. There are a series of long and short vistas along the winding country road through the village and significant areas of woodland define spaces and frame views.



Haywood Bridge Scheduled Monument, with surviving historic materials to the bridge and surfaces

Trent & Mersey Canal CA: An outstanding area of industrial archaeological importance, both nationally and locally. An early narrow canal completed in 1777 forming part of a national network of navigations following the natural contours of the landscape with hardly any embankments or cuttings with changes in level being negotiated by simple pound locks or series of locks. There is a wealth of surviving single-span brick road and accommodation bridges with stone copings, sandstone steps and copings, historic paving surfaces, and narrow pound locks with gates, beams, pounds, sluices, weirs and culverts, many original to the canal and listed, the bridge at Great Haywood a Scheduled Monument. There are Early C19th cast iron mileposts and other canal ironwork features such as bridge plates and strapping posts. There are groups of industrial buildings, wharfs and boatyards strategically located close to the canal, such as Sandon lime kiln and the mill and wharf at Great Haywood, reflecting the importance of the canal for industry. The canal has a predominantly rural setting with surviving trees, hedgerows and water meadows.

2.4 Ecology and Hydrology

The project area is a rich biodiverse landscape, closely interlinked with the hydrology of the area which is made up of natural watercourses; River Trent and Sow and associated tributaries, as well as man-made Staffordshire & Worcestershire Canal and Trent & Mersey Canal.

Cannock Chase and Milford Quarry Sites of Special Scientific Interest (SSSI) and Special Area of Conservation (SAC) lie on the southern edge of the project area, acting as an important link in the wider ecological network. There is an aim for the wider Cannock Chase area to address structural issues in the heathland and feasibility for wood which will address the unfavourable habitat conditions.

Rawbones Meadow SSSI is located in the southern part of the project area, immediately adjacent to the Broad Water on the Staffordshire and Worcestershire Canal. It comprises 20ha of neutral grassland on permanently moist alluvium and is special due to the presence of species-rich rush pasture. This plant community comprises wet grassland and swamp, which supports regionally significant numbers of breeding snipe.

Pasturefields Salt Marsh SSSI is a modified remnant of the former saltmarshes of the Trent Valley lying west of Little Ingestre and is one of only two known extant brine spring marshes in the country. It is an extremely rare and vulnerable habitat, and important for the understanding of plant ecology, distribution and vegetation history in the British Isles. There are complex hydrological relationships between saline and freshwater inputs, as well as nutrient status, which influence the ecological communities on the site.

Shugborough is a Site of Biological Importance (SBI) for its Parkland and Wood Pasture Habitat (a UK BAP Priority Habitat), containing a wealth of ancient and veteran trees which support nationally-important communities of deadwood invertebrates, in addition to a range of wetland and woodland habitats. The park also supports protected species such as otter, bird and bat species, and nationally-scarce grass-wrack pondweed.

There are five Ancient Woodlands (ancient and semi-natural) in the project area; Tithebarn Covert, Ingestre Wood, Town Field Plantation, Flushing Covert, and Brocton Coppice covering approximately 86 ha. Lambert's Coppice is 14 ha of ancient replanted woodland. There are numerous notable, ancient and veteran trees across the project area, the majority of which are concentrated in Shugborough Park.

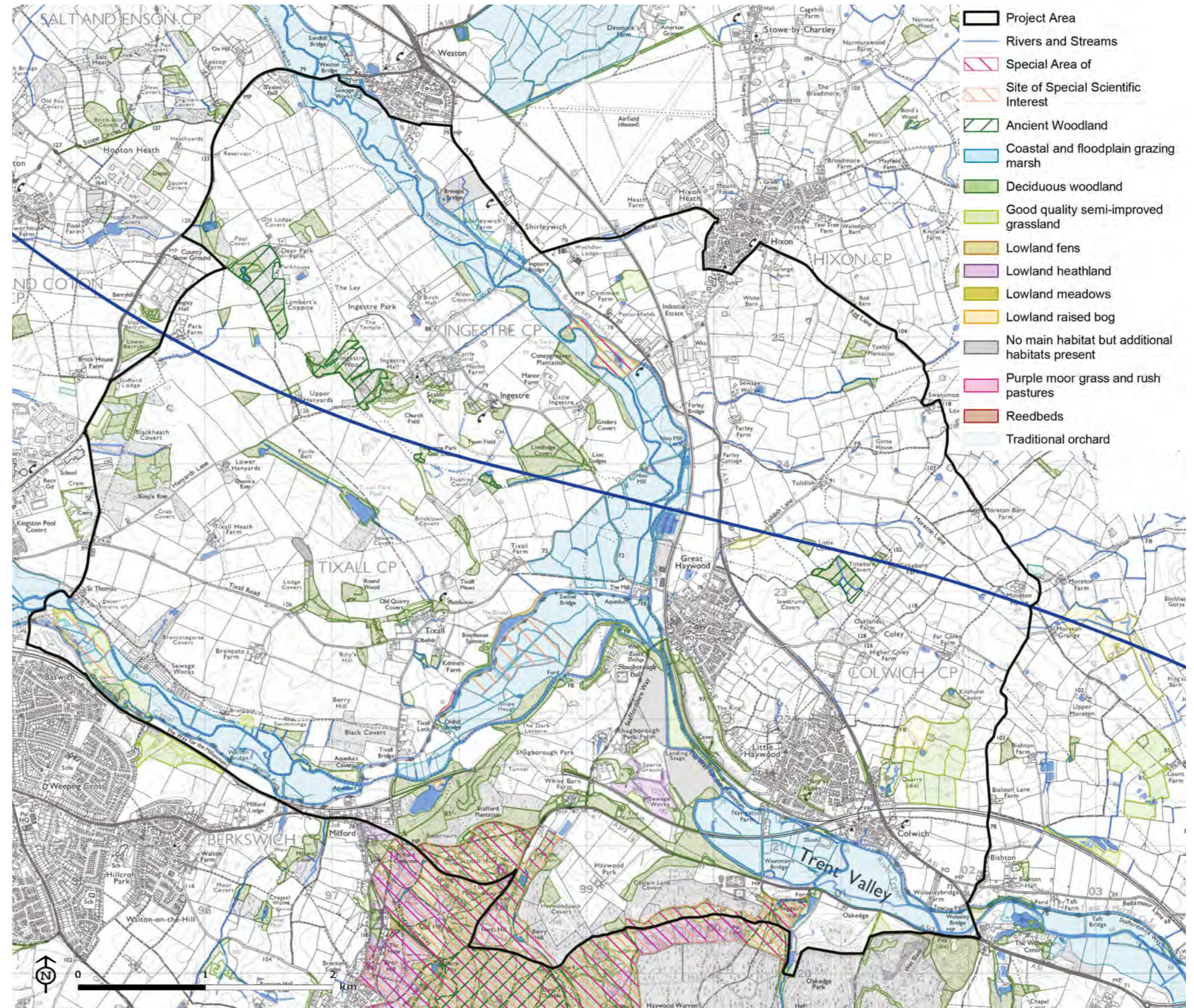


Figure 2.3 - Ecology and Hydrology

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2.5 Access, Enjoyment and Connectivity

The eastern part of the project area benefits from a dense network of footpaths and occasional bridleways providing connectivity between settlements of Great Haywood and Little Haywood and enjoyment of the surrounding countryside and river valley. The western side of the project area, through the parishes of Tixall and Ingestre, has limited connectivity which is a result of the historic estate parklands.

The long distance Way for the Millennium (61 Km) runs along the Trent & Mersey and Staffordshire & Worcestershire Canals through the project area and spans the width of Staffordshire, passing through or close to Stafford, Colwich, Rugeley, Yoxall and Barton Under Needwood, providing connectivity to the wider area. Staffordshire Way is 152 Km long connecting Worcestershire and Cheshire, running through the project area across Shugborough Park and along the river Trent.

Shugborough Park is the largest park in the project area and connects to Cannock Chase Forest and Country Park which is Open Access Land to the south. There are a number of small incidental parks, recreation and play facilities are located within the larger settlements, often connected by footpaths.

2.6 Communities

The benefit of the project area is not limited purely to aesthetic qualities. Along with the wider environmental qualities the area delivers a wide range of natural capital value such as benefits to health and well-being, clean air and water to communities.

Everyone who uses, enjoys and experiences the area can play an active role in caring for it. Local communities have diverse social and recreational needs and there should be ways for everyone, including local businesses and voluntary bodies, to get involved and make a difference. Parties developing the design should give reasonable opportunity to engage with plan-making and planning application processes. Public consultation should be held take place and interested parties invited to comment on proposals.

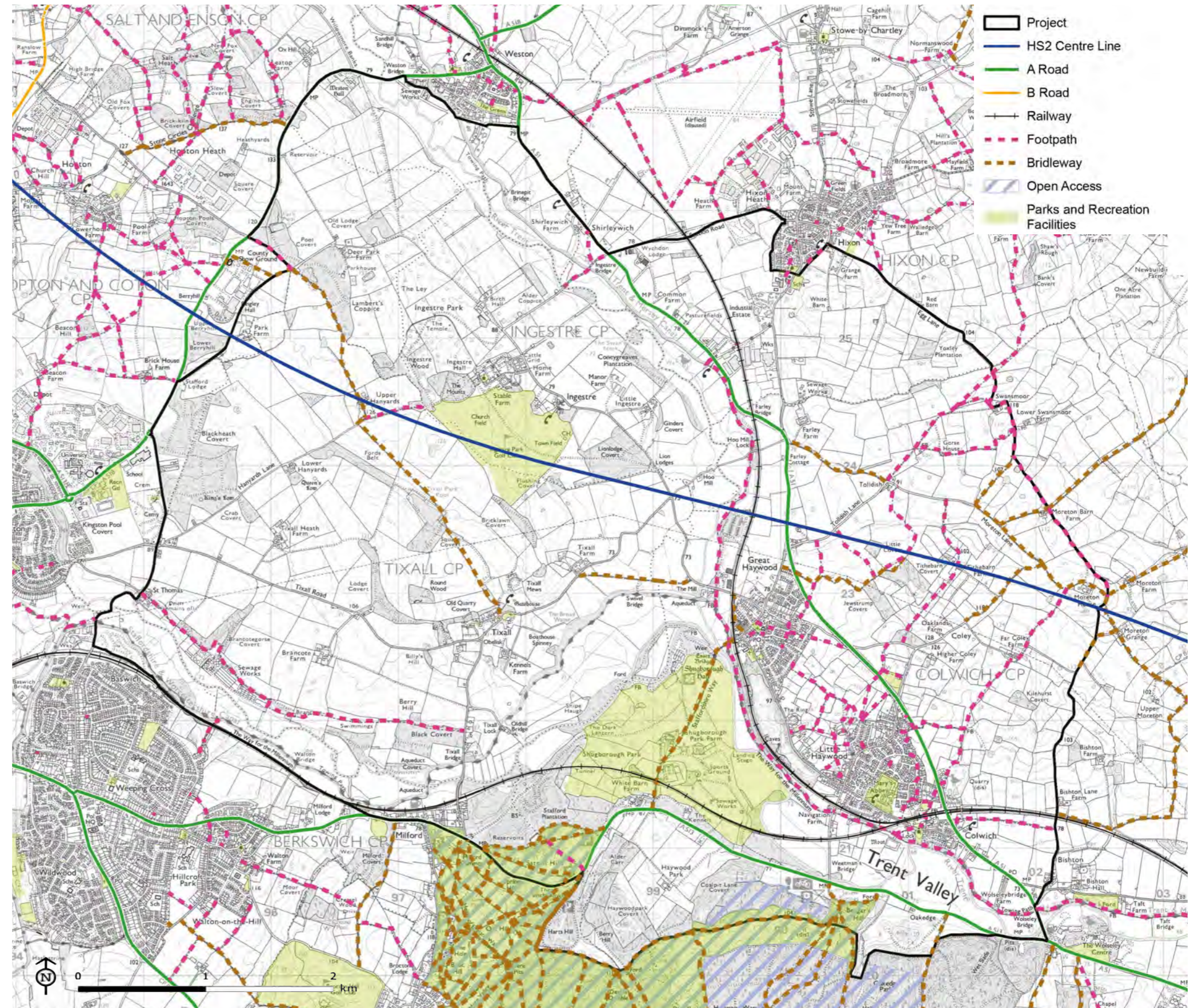


Figure 2.4 - Access, Enjoyment and Connectivity

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3 Vision

‘Conserving and enhancing the area’s special character and qualities to provide lasting benefit for its communities’

4 General Design Principles

4.1 Introduction

The GDPs provide overall guidance for delivery of the Vision. This guidance applies irrespective of whether proposed initiatives lie within the Act Limits or the wider project area.

The principles have evolved from early work undertaken as part of the Great Haywood Illustrative Design Plan (May 2010) and finalised by the Sow-Trent Review Group in Summer 2019. There are five GDPs and an overarching principle of Quality. The five GDPs are:

- Landscape;
- Historic Environment;
- Biodiversity and Hydrology;
- Access, Enjoyment and Connectivity; and
- Communities.

Each of these five GDPs relate to different aspects of integration with the area's special character and qualities. These GDPs aim to ensure that proposals are appropriate to this special character.

4.2 Quality

Quality is an attribute in its own right irrespective of its appropriateness. Proposals need to demonstrate both attributes. Appropriateness without quality is insufficient.

Quality can be experienced through the choice of materials, design, construction and aftercare. In each case quality should relate to items such as purpose and lifespan. Appropriateness will affect the expression of this quality. Quality has particular relevance to HS2 with its

stated design life of 125 years and very strict limitations on maintenance and repairs on many elements over that lifespan.

Robustness, reliability and changes in appearance over this lifespan are important considerations for all designers.

Equally so are considerations of anticipated and potential change – climatic, environmental or societal Designs should forecast conditions and context, building in adaptive capacity.

Above all, designs shall be of good quality and be appropriate. Both set piece elements, such as the Great Haywood Viaduct and the smaller details of culverts, fencing, noise barriers and making good will have significant collective impact. The project area has numerous examples of where previous infrastructure projects have left a legacy that contributes positively to the area's special character. The quality of the next layer of infrastructure must add another layer and become tomorrow's legacy.

4.3 Application

Both Quality and the five GDPs apply to all proposals connected with HS2 and the project areas both within and outside Act Limits as Enhancement Projects.

Some GDPs and their noted sub-principles are more applicable to works within Act Limits and others to Enhancement Projects outside Act Limits and some are applicable to both. This is noted under each separate GDP with a number in brackets.

4.4 Schedule 17 Applications

Many proposals within Act Limits require submission for prior approval by the Local Planning Authority (known as Schedule 17 Applications). Other proposals do not. Irrespective of this, the GDPs and the Detailed Design Principles (DDPs) are aimed at HS2's contractors and their design teams. The high level aim is to achieve awareness of the special character of the project area and buy in to the production of landscape led solutions; at the next level, an awareness of the challenges and opportunities associated with quality and the GDPs; and at the elemental level how this approach may be used on the design of different elements of the proposals.

4.5 Pre-Application Meetings

Acceptance of the approach, use of the guidelines, good dialogue between contractor teams and the Local Planning Authority and structured Pre-application meetings are all recommended. Evidence from implementation of HS2 in the Chilterns has illustrated the success of this approach. This reduces risk, saves time and helps deliver the vision and underlying design principles.

4.6 Enhancement Projects

The GDPs and to a lesser extent DDPs apply equally to Enhancement Projects. Quality and landscape fit are equally important on either side of the Act Limits line. The Enhancement Projects are covered in a separate document (Part 2).

4.7 Synergy

Whether between GDPs concerning different elements, between DDPs and components, or spanning Act Limits, maximising synergy is essential. Proposals that are holistically based consider all the GDPs and provide added value, increased resilience and lower risk.

4.8 The five General Design Principles

The five GDPs relate to the same groups of characteristics identified in Chapter 2. These principles apply to both as follows:

- Within Act Limits (1)
- Outside Act Limits (2)



1 Landscape

Aspiration

A slow, secluded and tranquil landscape, reinforcing and protecting the strong sense of place, maintaining local diversity and contrast between the distinctive elevated Chase to the south, valleys, open agricultural and wooded historic landscapes. A conserved, managed and restored network of canals and rivers, streams, wetlands, floodplain and water meadows, hedgerows, woodland, wood pasture, heathland and designed parkland landscapes. (1 and 2)

A multi-functional landscape providing benefits for farming and food production, nature, flood control, carbon storage, soil, air and water quality, recreation, access, enjoyment and health and well-being. (2)

General Design Principles

- Respect the open valley landscape and open, long views, maintaining the contrast and visual connection between open valley bottom and wooded hills. (1 and 2)
- Re-connect existing patterns of vegetation to integrate HS2 including the network of ancient woodland, species-rich hedgerows, flood meadows and water meadows, wood pasture and heathland, reinforcing a sense of place. (1 and 2)
- New structures to respond sympathetically to their context and setting, including scale and massing, layout and materiality. (1)
- Landscape earthworks and planting to integrate HS2 into the surroundings, considering the wider landscape character and the scale and form of new landscape elements, including grading the viaduct embankments allowing planting to tie into the wider vegetation pattern, where possible. (1 and 2)
- Conserve the tranquil and secluded character through appropriate visual and noise mitigation, balancing noise and visual requirements. (1)
- Relate new woodland planting to the landscape character, interpreting where there is a precedent for woodland and tree planting (including natural regeneration) to restore landscape integrity, to filter and channel views and reduce perceived linearity of the alignment. (1 and 2)
- Respond positively to existing landscape function and habitat e.g. wetland enhancement which complements the pattern of water meadows on the valley floor, and wood pasture or heathland restoration and enhancement to link into wider initiatives on the Chase. (2)
- Recognise the unique landscape character of the canal corridor through the landscape, considering the balance and importance of openness and enclosure. (1 and 2)
- Consider use of temporary enhancement measures during the HS2 construction phase e.g. viewing areas, use of stockpiles or public art. (1 and 2)



View from the towpath and The Way for the Millennium footpath along the Staffordshire and Worcestershire Canal

‘A slow, secluded and tranquil landscape with a strong sense of place’

2 Historic Environment

Aspiration

Celebration and enjoyment of the rich historic fabric through conservation, restoration, enhancement and management of historic assets including canals and agricultural heritage and the designed landscape. An enhanced setting emphasising key viewpoints and improved access provides interpretation and promotion of history. (1 and 2)

Historic Environment: General Design Principles

- Conserve and enhance natural and built features of historic interest in the landscape and promote wider understanding and access. (2)
- Promote and provide interpretation of historic assets. (2)
- Interpret the historic pattern of ancient woodlands, parkland trees, wood pasture, tree groups and linear belts to inform appropriate locations for woodland creation to help integrate HS2.(1 and 2)
- Use selective tree planting, consolidation and felling to provide screening and emphasise positive historic views, allowing the significance of the asset to be appreciated. (1 and 2)
- Consider and conserve the setting of natural and built features of historic interest in relation to noise, dust and vibration. (1 and 2)
- Conserve, restore, enhance and manage the canal network and associated vernacular buildings and features. (2)



River Sow at Shugborough Park, © Martinevans123

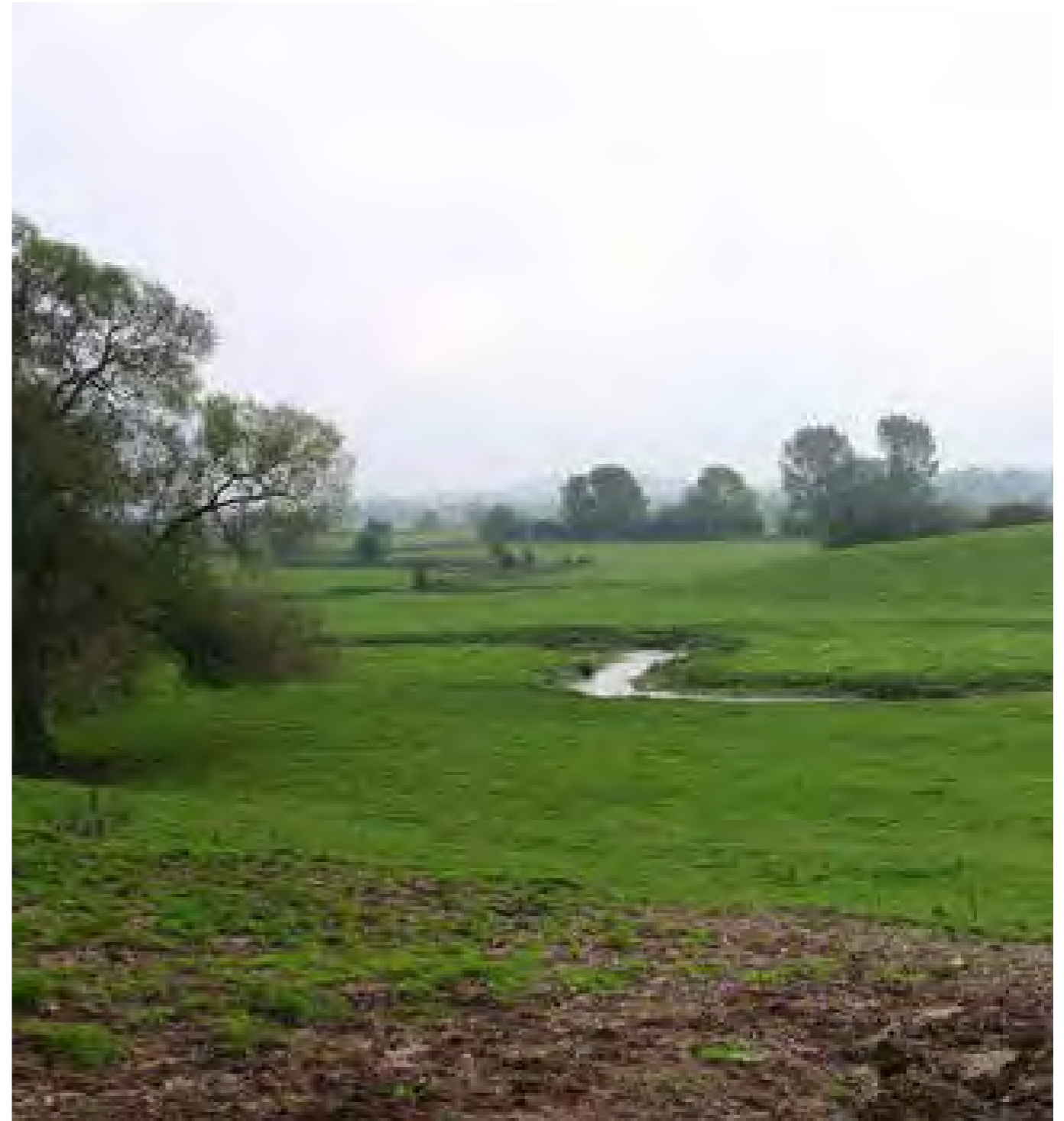
‘Rich historic fabric with deep agricultural, estate and industrial connections’

Aspiration

An enhanced, re-created and re-connected mosaic of habitats incorporating the existing ecological priorities and landscape pattern of the area. Enhanced habitat and biodiversity through careful species selection, reflecting local species compositions and habitats, creating resilience to pest, disease and climate change. (1 and 2)

General Design Principles

- Conserve, restore, re-connect and re-create habitats to reflect the historic pattern, including wetland, water meadows and floodplain meadows, ponds, saline habitats, restoration of natural river channel features, connected ancient woodland, heathland and wood pasture. (1 and 2)
- Create broadleaved woodland and restore species-rich hedgerows using local species composition to connect habitat and provide visual integration to mitigate the new railway and enhance the wider landscape. (1 and 2)
- Integrate balancing ponds and drainage into the landscape, respecting the existing drainage pattern through creating new and enhanced habitats with marginal, woodland and hedgerow planting including natural regeneration. (1 and 2)
- Respect mature and veteran trees, managing them to provide increased biodiversity. (1 and 2)
- Provide a diverse age and species structure to increase longevity and resilience to pests and diseases in planting specifications for new planting. (1 and 2)
- Create opportunities for connectivity for all species specifically protected and notable species, including otter and bats, to mitigate habitat severance across the wider landscape. (1 and 2)



Meandering River Sow and floodplain ©StephenPearce

'A biodiverse landscape closely interlinked to the rivers Trent and Sow, and the canals'

4 Access, Enjoyment and Connectivity

Aspiration

A connected landscape minimising severance for people between settlements, providing Green Infrastructure links and connectivity along the waterway networks of the Staffordshire and Worcestershire, Trent and Mersey Canals and the River Trent. People in the local settlements are able to access the local environment and landscape and its historic elements both physically and perceptually. (1 and 2)

General Design Principles

- Protect and enhance existing rights of way and permissive routes and positively promote new circular routes to replace routes that have been severed and link into the established linear routes. (1 and 2)
- Promote quiet, slow enjoyment of the area on land and water. (2)
- Improve and enhance access to allow for multi-user connections. (2)
- Create east-west links between Stafford, settlements in the study area and the wider Trent valley. (2)
- Provide access to and understanding or interpretation of key historic landscape assets and elements e.g. through the use of boards, apps and/or postcards. (2)
- Promote recreational use of the waterway corridors and where possible enhance and establish routes, access points and associated facilities to support use of the rivers and canal. (2)
- Improve wayfinding and interpretation on existing and promoted routes. (2)
- Provide new and enhanced access to the landscape, heritage and wildlife of the area, which could include the use of community walking routes and interpretation 'apps'. (2)
- Protect and enhance the waterway corridor routes and facilities for powered boating and paddle sports. (2)



Public Right of Way FP5, Great Haywood

'Physically and perceptually well connected countryside, waterways and historic assets'

5 Communities

Aspiration

Supporting the residential, commercial and recreation communities and rural areas affected by HS2 (1 and 2), engaging them in the development of the Enhancement Plan and user-led generation of potential Enhancement Projects to create a lasting legacy and foster a sense of local ownership. (2)

General Design Principles

- Allow for active community and stakeholder involvement in developing and implementing the Enhancement Plan including establishment of community led Enhancement Projects. (2)
- Provide opportunities for the community to connect to wildlife and the natural environment, increasing awareness of the area, habitats and species. (2)



Community event at Shugborough Park ©Express&Star

'A diverse and engaged residential, commercial and recreation community'

5 Detailed Design Principles

5.1 Purpose

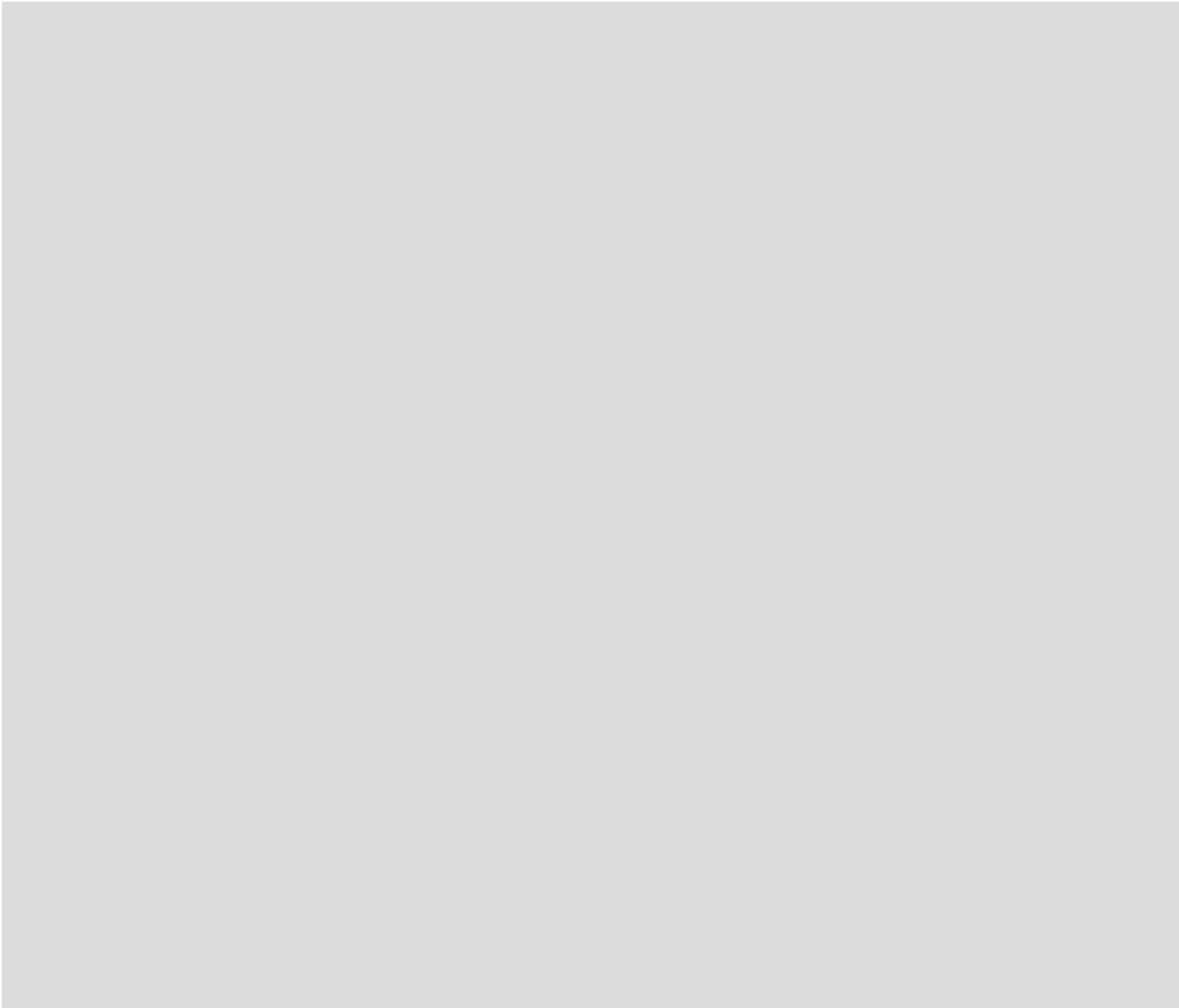
This chapter examines each of the elements that make up the railway, its supporting infrastructure and its surrounding context. It provides guidance to designers and reviewers of designs submitted for approval. It is also partly applicable to Enhancement Projects.

Each element is addressed in a broadly similar manner which considers likely issues and opportunities, and then shows how these are best addressed. It is accepted that each element will invariably have numerous associated technical and operational requirements which are taken as a given. HS2 also have a legal framework of Assurances and Undertakings that apply to the scheme. It is assumed that designers establish these requirements.

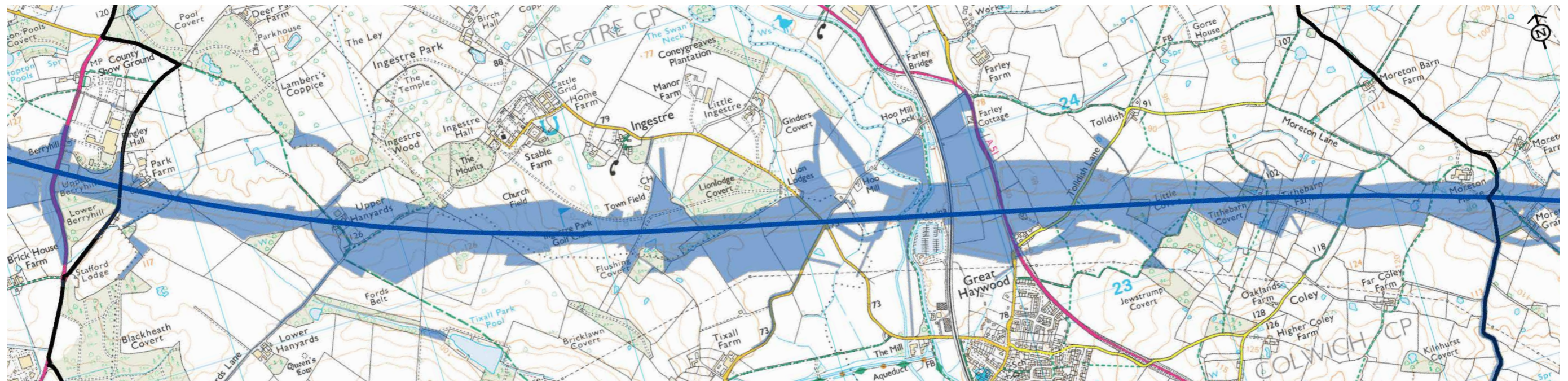
It is similarly assumed that designers are familiar with relevant HS2 design guidance. This will range from high level documents such as the HS2 Design Vision to detailed technical requirements. The following guidance aims to supplement these documents offering advice on how to maximise the integration of the railway with its special and particular landscape context.

Designers are strongly advised to reference the considerable and increasing amount of design work associated with HS2, and with other high speed railways. As always these solutions need to be considered in the context of the project area.

Each element notes General Design Principles that particularly apply to that element showing the numbers of these GDPs at the top right of the first page of each element. General guidance is supplemented by location-specific guidance where this is considered useful. Other contextual guidance is provided in the sketch plans contained in Section 6 [TO FOLLOW]. Illustrations and photographs are included as examples of solutions elsewhere which are considered potentially useful for designers in their own design process.



A Making good after construction



Extent of land used during construction shown in blue hatch. Contains Ordnance Survey data © Crown copyright and database right 2019.

Introduction

Act Limits prescribe the maximum amount of land that can be used by HS2 for construction of the railway, access and associated work such as the diversion of services. Act Limits in the study area are extensive particularly adjacent to the Great Haywood Viaduct stretching to 800m of land adjacent to the A51 Litchfield Road. This is proposed for use by compounds, plant, materials transfer and stockpiles. The other very extensive area of Act Limits concerns land that may be used for the provision of replacement golf facilities, not construction, and is not covered by this guidance.

The Aim

The overriding aim of making good after access for construction is that of a full and lasting restoration of land and other assets affected by its temporary use for construction. It excludes by definition land that is permanently and deliberately changed to form the railway and its supporting works.

Guidance

Whilst many construction activities do not require approval under Schedule 17 it is hoped that this document is useful in reducing negative impacts and helping deliver optimal restoration.

- **Assurances, Undertakings and Agreements:** Areas covered by Act Limits have been subject

of considerable consultation with landowners. Designers need to be fully aware of the details of such assurances and agreements. This should fundamentally influence their designs for both temporary and restoration works.

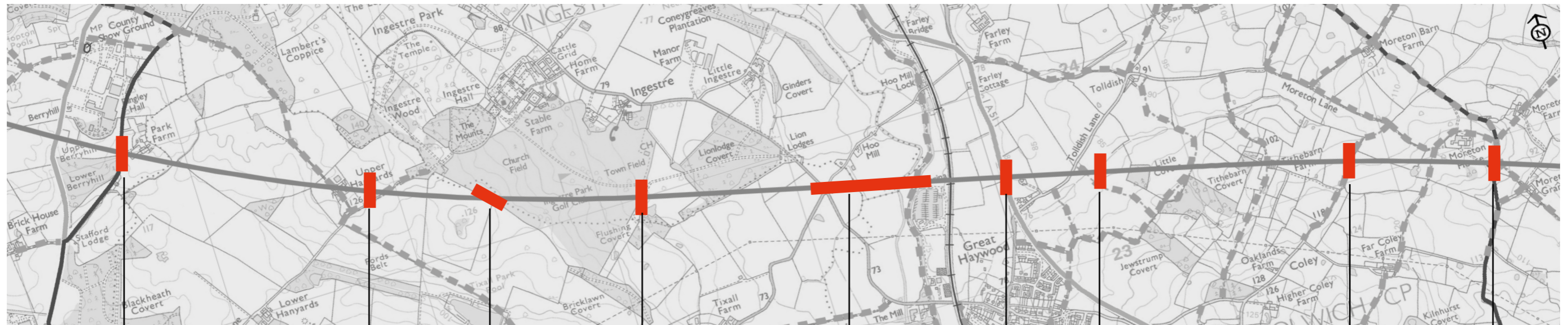
- **Construction needs:** Whilst these are paramount and optimal working should always be the aim, there are often equally suitable approaches/ designs. In such cases those that are more environmentally sensitive should be preferred.
- **Damage limitation:** Damage should be minimised through the choice of construction method and effective protection of assets outside the working zone. The working zone should be minimised in order to limit the impacts of construction. (Note the working zone should not necessarily be considered the same as Act Limits).
- **Temporary works:** The design of temporary works should be influenced by an awareness of the area's special landscape qualities and an overall intention of integrating even temporary works with this landscape, particularly given the lifespan of such works.
- **Temporary screening:** Effective visual and acoustic screening should be considered even if not specifically required by the Environmental Minimum Requirements. Careful placing of medium-term stockpiles is an example of how to provide this.
- **Advanced works:** Where possible designers should facilitate early implementation of permanent works either to help screen construction works or

to achieve accelerated establishment of mitigation proposals.

- **Standards:** Temporary or advanced permanent works should be designed and executed to appropriate best practice adjusted to respond to local conditions, issues and expectations.
- **Permanent restoration works/ making good:** Should be realistic and effective making proper assessment of the likely damage and producing making good proposals that address all relevant issues. Particular attention is required to de-compaction, soil placement and conditioning, rectifying impeded drainage, and soft landscape works. These making good works require a similar level of design and specification to other works directly associated with the new railway and its integration.
- **Future use:** The majority of land affected by construction will be returned to its former use. Specifications and designs, and their delivery should ensure that this is achieved. In some locations Assurances, Undertakings and Agreements may have already agreed alternative uses, or there may be subsequent changes in proposed use as a result of this document or the proposed Enhancement Projects. This might, for instance, include the creation of new habitats or landscapes to form ecology corridors. In all cases - irrespective of change of use or resumption of previous use - guidance within this document should apply.

- **Decommissioning:** Full and effective decommissioning and deconstruction of all temporary works is assumed unless specifically agreed otherwise. This includes improvements to public highways for construction and access, bell mouths and access tracks, security fences etc. all such elements have an inbuilt and unwanted urbanising effect that is detrimental to local landscape character and contrary to the effective integration of railway and landscape.

Experience of early construction work on HS2 in the Chiltern and Colne Valley has shown that contractors and their designers appreciate the need for locally sensitive design of temporary works and see this as part of their positive community outreach. This attitude should be encouraged with for this phase of HS2 in the project area.



Trent Walk Underbridge Tixall Bridleway and Footpath Accommodation Overbridge Ingestre Green Overbridge Ingestre Underbridge Great Haywood Viaduct A51 Lichfield Road Underbridge Colwich Bridleway 58 Accommodation Underbridge Colwich Bridleway 35 Accommodation Overbridge Colwich Bridleway 23 Accommodation Green Overbridge

Introduction

There are a number of under and overbridges within the study area at locations as follows:

- Colwich Bridleway 23 Accommodation Green Overbridge (Ch 203.600)
- Colwich Bridleway 35 Accommodation Overbridge (Ch 203.400)
- Colwich Bridleway 58 Accommodation Underbridge (Ch 204.600)
- Tolldish Culvert (Ch 204.700)
- A51 Lichfield Road Underbridge (Ch 205.200)
- Great Haywood Viaduct (Ch 205.400 - 206.700)
- Lionbridge culvert (Ch 206.700)
- Ingestre Underbridge (Ch 207.050)
- Ingestre Green Overbridge (Ch 207.750)
- Tixall Bridleway and Footpath Accommodation Overbridge (Ch 208.500)
- Trent Walk Underbridge (Ch 209.800)

This section covers all of the above with the exception of Great Haywood Viaduct (Section 5.2 C) and the Green bridges (Section 5.2 D).

Bridge designs must seek to:

- Maximise landscape integration through consideration of both bridges and ancillary elements.
- Consider various key elements such as bridge decks, parapets, abutments and approaches.
- Be locally sensitive.

Significance

Although considerably smaller than the Great Haywood Viaduct other bridges in the study area still have the potential to influence the landscape setting in the way explained in Section 5.2 C. Overbridges also provide important elevated viewpoints along the alignment.

Issues & Opportunities

Issues include:

- Visual disturbance and blocking of views
- The introduction of alien elements in the landscape
- Resolution of bridges and approaches with character of existing landscape on either side
- Impacts on users of routes affected
- Construction impact

Opportunities:

- Design quality
- Landscape integration into embankments and cuttings
- Dual use functionality and enhanced connectivity

These opportunities are likely to be restricted to within Act Limits and this guidance is therefore directed at HS2 and its contractors and designers.

Landscape Strategy

Bridges will be Common Design elements produced to standard designs that comply with HS2's Bridge Design Requirements. As such, there will be limited opportunity to affect bridge design, particularly safety and functional requirements and structural materiality. Effort should be focused on maximising integration of these elements with their landscape setting by the:

- Adoption of simple and elegant design solutions that are appropriate to function, location and setting
- Careful design of ancillary works that are essential to the bridges (e.g. abutments, approach roads, etc.)
- Maintaining openness

Design Excellence and Structural Elegance

Advice provided for the Great Haywood Viaduct (Section 5.2 C) applies to all bridges.

Integrated design

Designers should consider all elements as part of a holistic design approach. 3D virtual models should be produced showing bridge approach, railway and surroundings. These models should be used proactively as part of the design process.

Schedule 17 Applications

Submissions should include 3D virtual models of each set of proposals. Proposals should demonstrate adherence to this guidance.

Bridges and their impact on landscape setting

The location and functional requirements of all bridges is broadly fixed. However the potential impact of each bridge is still in part dependant on the design of ancillary works - abutments, their interface with embankments/cuttings, approach roads and tying in with existing routes and landscape features. Designers are encouraged to consider how these elements can maximise the integration of bridge and landscape.

Overbridges

Overbridges present potentially critical issues of separation of a standards-driven design of bridge and approaches with that of the existing road or public right of way and its rural context. Particular attention to the following elements will ensure this is avoided.

Bridge deck: Ensure carriageway is not significantly wider than the existing road/path; avoid the use of upstand kerbs and other urban elements if possible. Provide continuity of surface material. Ensure design speed standards do not exceed that of the existing road and consider the use of appropriate speed reduction

mechanisms such as single carriageway over the bridge deck.

Bridge parapet: Safety requirements will dictate heights and extent of parapets. Ensure elegant transition between different heights. Vehicle barriers on the approach to the bridge should be integrated with landscape elements by the use of hedges and grass verges.

Ancillary elements: Avoid the use of lighting, excessive signage and road markings that will cause unwanted urbanisation.

Approach road: The above approach should extend to the design of new roads (widths, curvature, and any required embankments) and their careful tying in with existing retained roads or tracks. Where appropriate soften embankment side slopes especially where these sit above cuttings to provide adequate bridge clearance. This combination of circumstances has potential to be very intrusive.

Relationship with lineside cuttings: To maintain openness and views along the rail alignment assume open span bridges with set back below deck splays with appropriate hard surfacing.

Underbridges

Portal: Minimum height and shape will be determined by functional requirements. Design should be fully integrated with abutments and any required fencing especially noise barriers if required.

Abutments: These will be experienced at close range by users of the bridge. Consider appropriate material and scale of surface treatment including the soffits of underbridges. Assume the use of splayed abutments with raked tops so that the abutment matches the angle of the adjacent embankment.

Location specific advice

Colwich Bridleway 35 Accommodation Overbridge (Ch 203.400): Headroom in cutting therefore low embankment required to approach track on north side of alignment. Consider easing embankment grade using material from adjacent temporary material stockpile. Extend hedgerow treatment along both embankment slopes.

Colwich Bridleway 58 Underbridge (ch 204.600): designers must resolve junction of eased embankment and diverted approach track on north-east side of bridge; junctions between bridge and embankments on both sides of the alignment; use splayed retaining structures of minimum length and vary embankment grades locally.

Toldish Culvert (Ch 204.700) and Lionbridge Culvert (Ch 206.700): Designers should explore the creation of a two stage channel profile to facilitate use as fauna underpass, satisfactorily and elegantly resolve and integrate protective grilles to prevent use by humans, design appropriate and integrated wingwalls and consider alignment and treatment of diverted ditches. This requires a considered and holistic design solution.

A51 Lichfield Road Underbridge (Ch 205.200): This is an important opportunity involving a major road and a 125m long sequence of cuttings and bridge with a bridge deck over 20m wide and a 5.3m minimum opening height. Noise barriers are required on both sides. Designers must consider the bridge, abutments, fencing and road corridor as part of a road user's experience and potential gateway element to Great Haywood. Consideration should be given to increased opening height and/ or other special treatment of the portal/ abutment design; the introduction of avenue and hedge planting on either side of the bridge; and enhancement of pedestrian/ cycle provision both within and outside Act Limits. There is major potential for positive place-making and landscape integration.

Ingestre Underbridge (Ch 207.050): Minimum dimensions and surfacing are in part dependant on use by golfers. Underbridge will be well screened by proposed woodland on both sides of the alignment.

Tixall Bridleway and Footpath Accommodation Overbridge (Ch 208.500): Surface treatment of bridge deck and approaches to be informal but suitable for horses. Complex embankments to north of alignment to be eased and broad verges provided to avoid the need for safety fencing.

Trent Walk Underbridge (ch 209.800): Multi-functional use for access and drainage. Designs to facilitate use of drainage link by fauna and avoid need for separation fencing; two stage channel to be considered and extended on both sides of the bridges as a broad swale. Junction between alignment, embankment and access route cutting to be resolved without the use of structures.



Scherkondetal railway viaduct near Weimar, Germany. Slender piers are elegant and piers at regular intervals allow reduced bridge deck. ©NormanHallermann



Railway bridge over Trent Lane creates a gateway into Great Haywood ©BritishListedBuildings



Single span overbridge with distinctive piers and planting to visually break up bulk and integrate with adjacent planting. ©Klauswithk

The proposed Great Haywood Viaduct is the largest and most significant proposed element within the study area.



View north from Triumphal Arch, Shugborough Park (Viewpoint 009-03-013 from LV-01-526) ©HS2

Summary of proposals

- Great Haywood Viaduct 797.5m long
- Crosses Trent and Mersey Canal, the River Trent, the Macclesfield to Colwich railway and the Mill Lane/Great Haywood Road/Ingestre Road junction
- Passes in proximity to Great Haywood Marina
- Extensive embankment on either side
- A51 as underbridge close to the East Abutment
- Very extensive adjacent areas required for construction

Significance

The significance of the viaduct lies in its potential impacts per se, and as a focus for public opinion of HS2 through this most visible element. The viaduct will therefore attract considerable public interest in all stages of its existence – design, construction and operation. Added to this is the established public interest in bridges and their symbolism. As a result public opinion on the viaduct is likely to reflect that of HS2 as a whole, and vice versa.

Issues & Opportunities

Issues include:

- Noise and loss of tranquillity
- Visual disturbance and blocking of views along the river corridor
- Changes in landscape character (alien associations, changes in landscape scale)
- Impacts on marina and canal activities
- Very significant construction impact (some potentially irreversible)

Opportunities:

- Design quality
- Environmental performance (particularly noise and visual mitigation)
- River corridor enhancements through post construction making good (landscape and ecology)
- Selective adaption of construction related initiatives
- Enhanced connectivity
- Improved safety

These opportunities could be realised mainly through the design and construction of the viaduct by HS2 and its contractors, and to a lesser extent by selected Enhancement Projects.

Landscape Strategy

- Achieving design excellence of the viaduct
- Integrating its embankments with their landscape context
- Controlling views to aid integration (screening neither possible nor advisable)
- Maintaining landscape openness especially views along the river corridor
- Maximising all round environmental enhancements involving all five General Design Principles and integration with other Detailed Design Principles

Design Excellence and Structural Elegance

Designers are assumed to reference all relevant HS2 Design Guidance and other Best Practice design approaches to viaducts (both specific to Great Haywood and general). This guidance relates to a range of requirements including construction and operational needs as well as appearance. Many operational and safety needs are both stringent and non-negotiable with consequent implications on structures, materials and design. Visual considerations must work within these set parameters and produce structural elegance.

Special attention should be paid to the following:

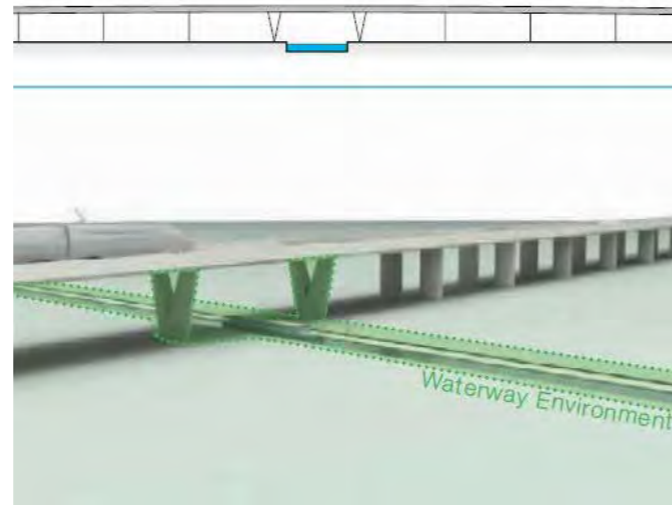
- Rhythm
- Exceptional spans
- Slenderness
- Materials
- Pier to ground junction
- Pier to deck junction
- Abutments and embankments
- Deck soffit
- Integrated noise barriers
- Overhead Line Equipment (OLE) and their integration with the overall design
- Landscape treatments

Great Haywood Viaduct: Canal & River Trust Design Principles for Waterway Crossings

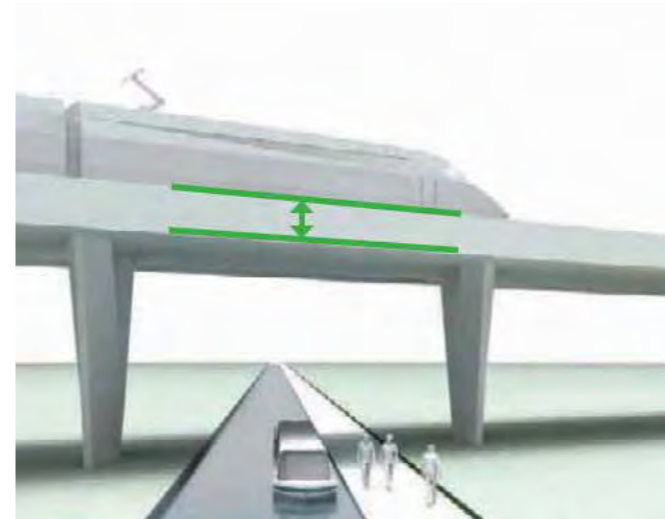
This document relates to waterway crossings on HS2. It is directly relevant to the design development of the Great Haywood Viaduct. It should be an essential reference point for the designers of the viaduct.

Whilst issues such as the viaduct height are broadly fixed as part of the horizontal and vertical alignment of the Approved Proposals (AP), other principles have already been embodied in the APs (and need to be delivered) or should inform more detailed aspects of the design not considered to date.

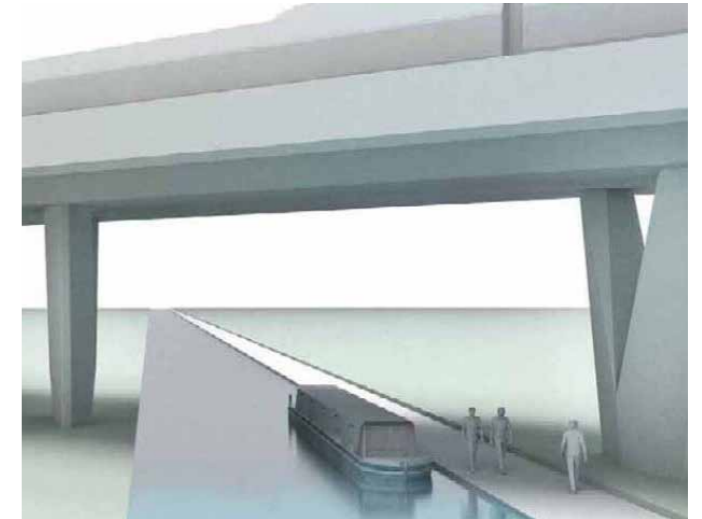
This page highlights the most relevant principles using illustrations from the Design Principles for Waterway Crossings document. See also further considerations on the following pages of this section.



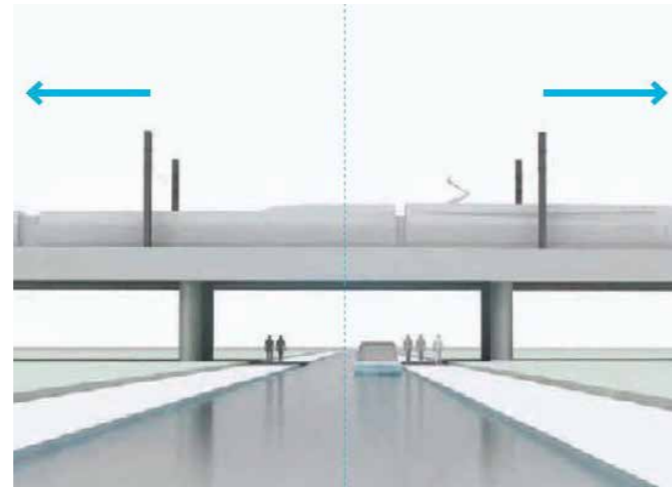
Visually open piers respond to canal environment ©CRT



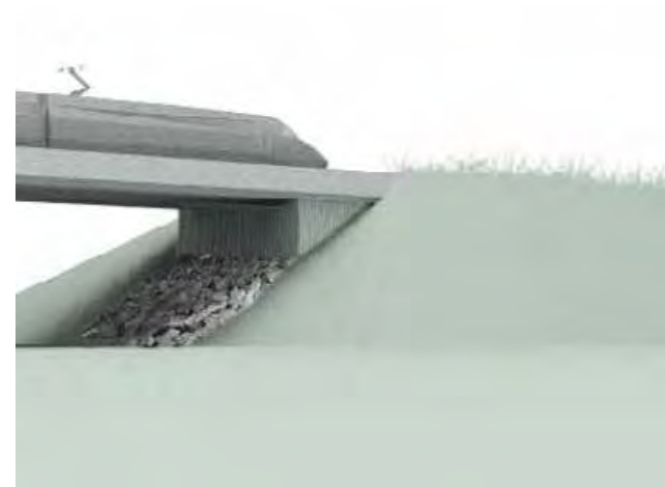
Reduced spans result in reduced structural depths ©CRT



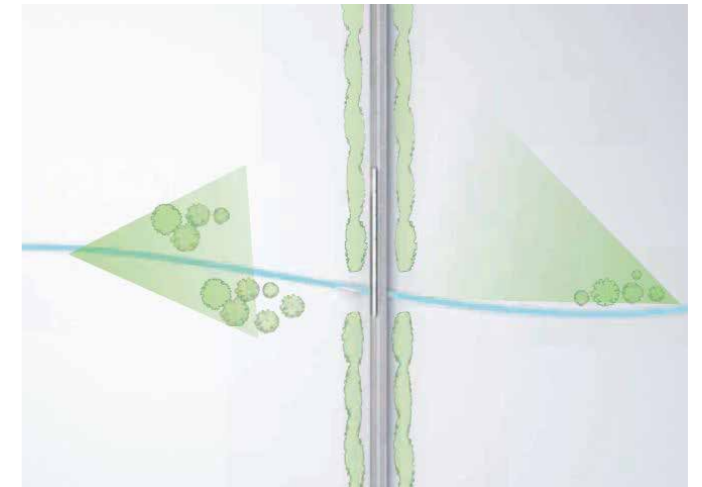
Multiple piers should aim to reduce scale of infrastructure to create a human scale ©CRT



Well coordinated OLE appears well considered and harmonious ©CRT



Sloped abutments with tapered textured materials blend into landscape and soft treatment to top of embankments blend well into skyline ©CRT



Strategic offline planting frames views ©CRT

Great Haywood Viaduct: Particular challenges

Colour and materiality: Colour and materials are important in determining the degree of visibility of the structure in the landscape and the apparent mass and bulk of the viaduct in closer range views.

Reference to the visualisation from the Triumphal Arch in Shugborough Park demonstrates that at that distance colour will be the most important aspect of the viaduct's design, particularly as the rhythm of piers and spans will be partly obscured by intervening trees. Much of this visibility will be caused by noise barriers. Assuming that the viaduct will be predominantly constructed using concrete this suggests the use of transparent noise barriers and of a carefully profiled deck to provide light and shade.

Closer range views and the need to reduce the apparent bulk of the bridge deck would suggest consideration of the use of a different darker coloured Corten beam structure set well back from the overhanging and profiled deck. This is proposed on the Chilterns viaducts (see illustration). Profiling is an excellent way of creating light and shade (colour by other means). Texture can be used to further accentuate these differences especially in close range views.

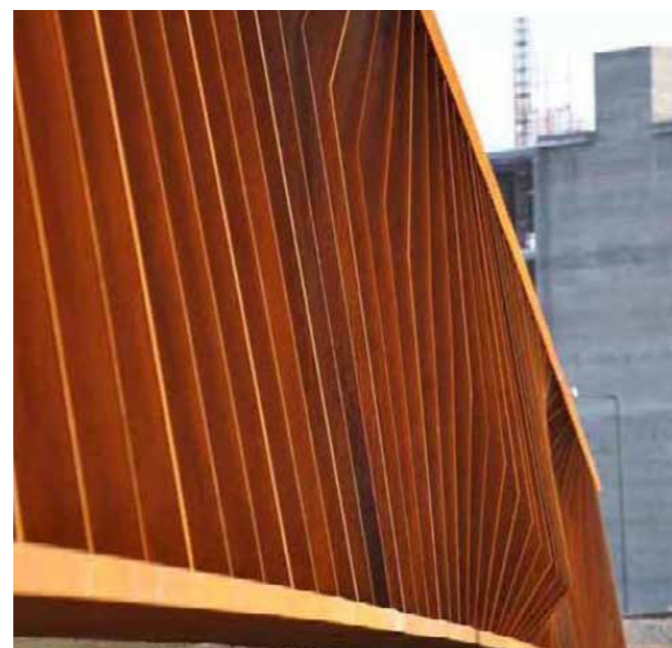
Pier/ span rhythm: The Great Haywood Viaduct will be a long a low structure with a deep deck to cater for the extreme dynamic loads associated with High Speed trains in particular their containment in case of a derailment. Added to this will be noise barriers. The principal issue will be how to achieve an elegance of form given these requirements; followed by the structure's rhythm given the erratic spacing of river/canal and railway it crosses.

Designers are encouraged to reference other viaducts on HS2 phase 1 currently in more advanced design. Those in the Chilterns (Wendover Dean and Small Dean) and the Colne Valley Viaduct are particularly relevant. All are long and low structures in a landscape context.

Wendover Dean demonstrates an elegance of rhythm achieved with equal spans and supports.

Small Dean uses a structural solution similar to Wendover Dean but includes a large skewed central span to negotiate an existing trunk road and railway.

The Colne Valley Viaduct uses far longer spans many of which are over lakes with piers rising from both water and land.



Weathering steel can form a positive elements to pedestrian environments ©CRT



Texture and shadow gaps mask joints and reduce mass of structures ©CRT



Exposed dark coloured exposed aggregate concrete



Well detailed, uniform concrete creates a high quality environment ©CRT



Illustration of Wendover Dean Viaduct, HS2 Phase I ©HS2



Ribbed cantilevered deck on the Mersey Gateway Bridge ©VincentPhillips



View south west along Trent Mersey Canal towpath towards proposed Great Haywood Viaduct (Viewpoint 009.03.021 from LV-01-658) ©HS2

Depth of deck: Deck depths are inevitably massive irrespective of span lengths and pier spacing. Designers need to consider carefully how to break up this mass through its profile, texture and colour. There are many examples as to how appropriate modelling of the profile can introduce shadow lines to reduce apparent bulk. Examples are shown below. The deck soffit will be particularly visible from the canal, towpath and marina and should consider profile and texture to provide interest.

Piers: Short piers present real problems of proportion given that the cross section of each pier is driven more by the dynamic load of the trains and the deck above than their height. Particular attention is required to the profile of the pier and means of reducing apparent bulk.

Pier junctions: The pier/deck junction is critical both technically (movement joints and their access requirements) and aesthetically (the creation of a 'clean' and slender junction). The pier/ground junction should aim for the same simplicity through the avoidance of any fenced surround and surrounding landscape treatments taken right up to the pier with no visible hint of foundations of break in ground profile.



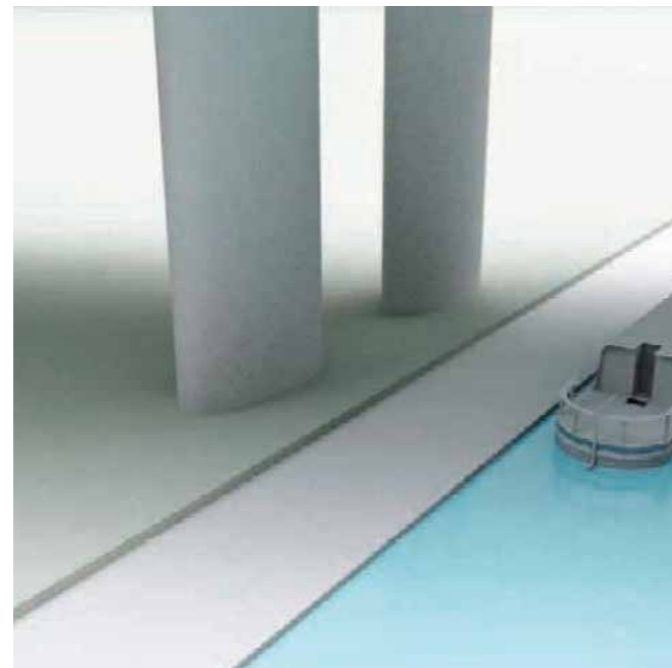
Visually open piers respond to canal environment ©CRT



Shadow and materials create visually reduced deck depth ©HS2



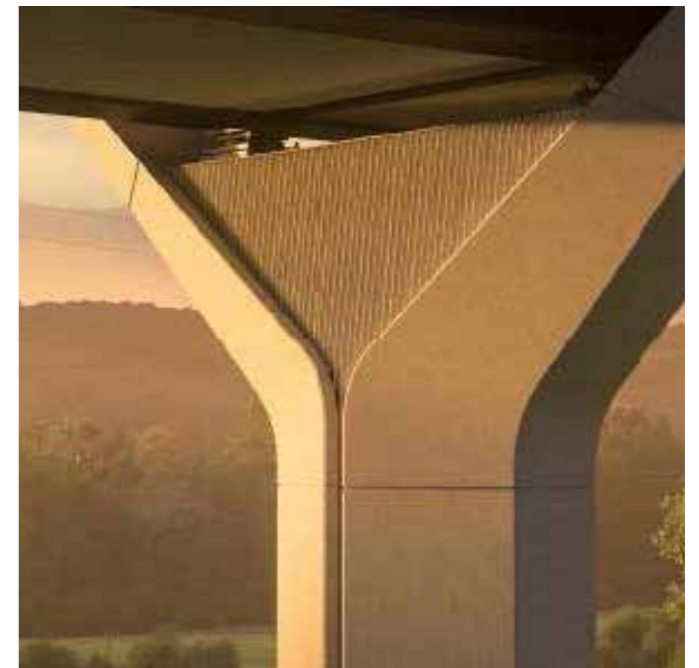
Wendover Dean Viaduct, Eiffage Kier and HS2 Ltd ©HS2



Piers should spring seamlessly from the ground ©CRT



Chamfered edge to deck creates slender appearance ©CRT



Well detailed pier junction ©HS2

Noise barriers and visual bulk: Noise barriers requirements are directly related to mitigation related to predicted noise levels. Their effectiveness is predominantly related to their height, proximity to the noise source and their design and materiality. On viaducts there is reduced number of variations because of the need to minimise the viaduct's width (and therefore proximity of barrier to source) and an overriding need to ensure full integration of the barrier with the viaduct structure. Height of noise barrier is often a given as a result; and this height can effectively double the apparent mass of the viaduct structure.

Considerable work has been done on the Colne Valley Viaduct to advance an innovation which uses transparent panels as part of the noise barrier. Although introduced to provide a view from the train over the 2.5km viaduct it will also reduce the apparent bulk of each span. The design solution includes a constant height upstand along almost all the viaduct with the materiality of the upstand varying dependent on the level of noise attenuation required. (The transparent Perspex viewing infill performs less well than the solid louvered panels). Contractors should consider this approach when resolving the issue balancing required noise attenuation at the same time as maintaining visual openness.

This is of particular concern in the vicinity of the canal and marina. Designers should undertake noise modelling to determine the likely noise climate in the marina and the extent to which the viaduct structure will shield noise transmission to receptors close by. Existing trees along the northern edge of the viaduct must be retained as screening per se and to obscure what are likely to be solid panels to a noise barrier which could transit to transparent panels over the majority of the valley.

The use of transparent panels has not knowingly been used to date in the UK. Schedule 17 submissions are due in summer 2019 and until their submission details are not yet in the public domain.



View north along Trent and Mersey Canal Towpath adjacent to marina (LV-01-524) ©HS2



Use of transparent panels can reduce visual intrusion but can cause glare © Huanyu



Use of transparent panels for noise barriers, integrated with parapet ©Boscoltalia



Ribbed bridge soffit, Kings Cross - texture and shadow visually reduce bulk of soffit ©KnightArchitects

Fully integrated design: All design elements need to be fully integrated irrespective of delivery package. Overhead line equipment and its spacing for instance needs to be coordinated with spans and the deck upstand and noise barrier panels even though they are delivered by a separate and later contract and not subject to Schedule 17.

Damage avoidance: The contractor's design and delivery must be capable of providing full and appropriate protection of adjoining land and assets. This is of particular importance to underlying river, canal, and rail systems, the users of the marina and any public rights of way that are not temporarily stopped up, and terrestrial and aquatic habitats. Full details will be required of measures and monitoring proposed at all stages of construction and once the railway is operational.

Canal crossing: The effect of noise barrier requirements will become most visually evident in the crossing of the canal. A combination of public towpath passing directly under the viaduct and flanking trees require great care. Designers are advised to consider the following:

- Use of a minimum length span to accentuate the frame already provided by existing trees
- Piers set immediately behind towpath with equal offset opposite to ensure canal is centred on the span
- Piers parallel to canal not span above
- Use of special piers different to those on the remainder of the viaduct
- Take maximum advantage of reduced deck thickness resulting from shorter canal span and accentuate through use of materials and profiling to create light and shade and 'A Special Span'.
- Pay particular attention to bridge soffit, profile of upstand and the junction between the two. Modelling of soffit should produce an interesting and relevant 'ceiling' for users of the canal and towpath.

Marina: The interface between the marina and the viaduct is important for both the users of the marina and the towpath opposite. Noise barrier requirements are likely to be at their greatest (with noise barriers at their highest) as will be the visual disturbance of trains at close range. Retention of existing trees between the viaduct and marina/canal is therefore critical. Act Limits are drawn tight to the span presumably for this reason. Designers must ensure that their designs can be constructed and all trees outside Act Limits are retained.



Chamfered parapet reducing bulk. Wendover ©HS2



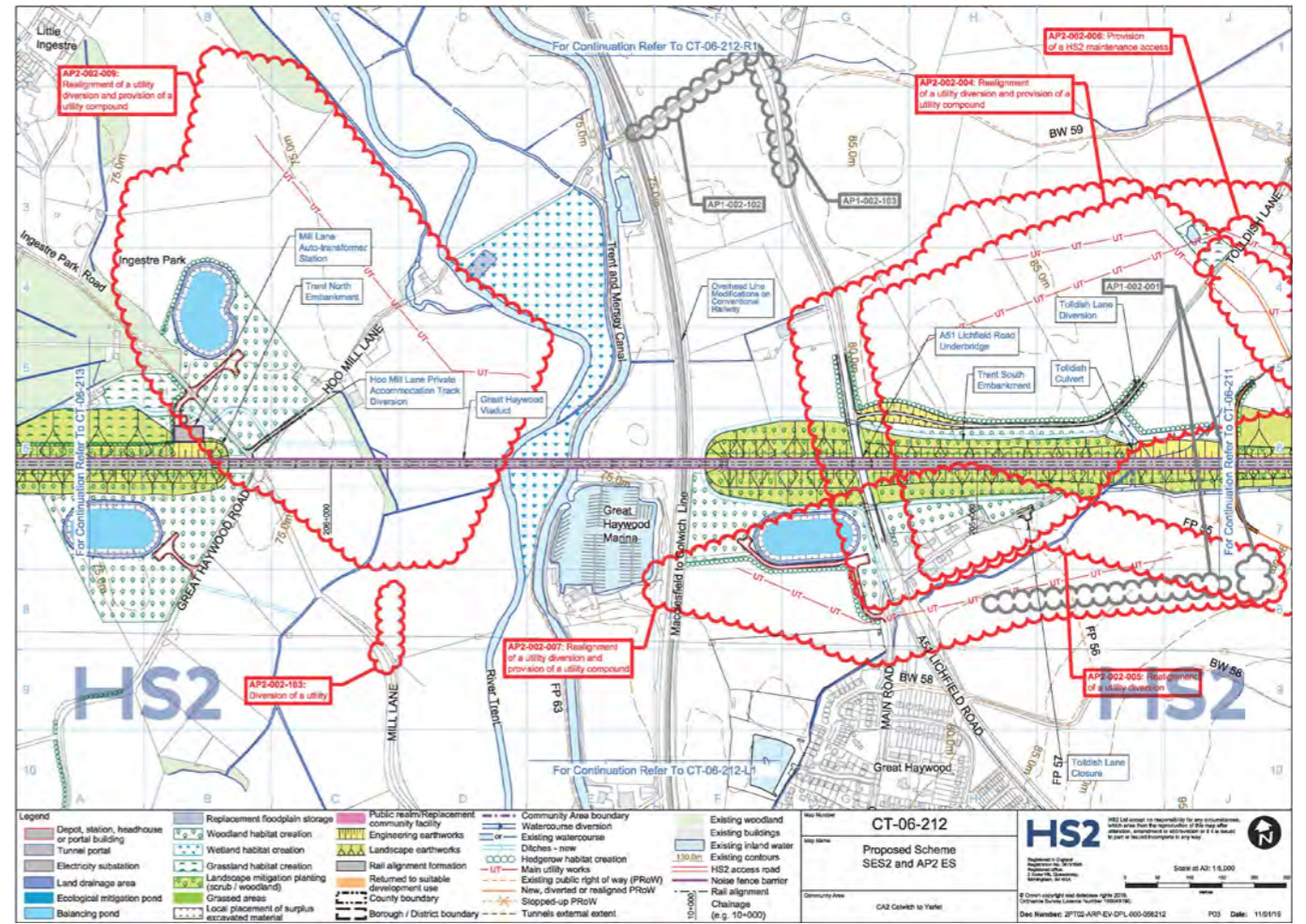
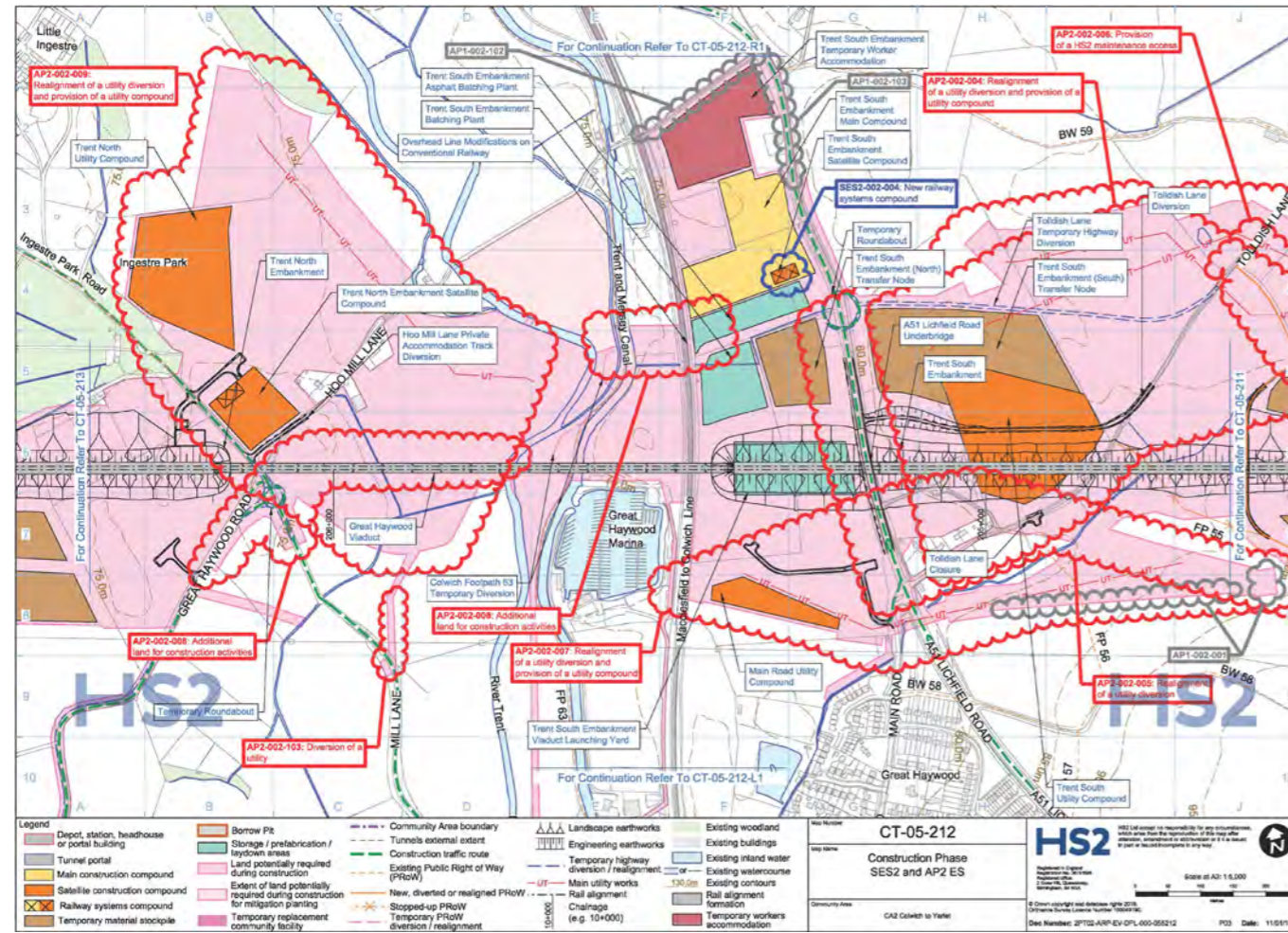
Exposed crossheads interrupt the viaduct soffit creating rhythm. Deck soffit colour and shadow reduces depth ©HS2



View north along Trent and Mersey Canal Towpath adjacent to marina (Viewpoint 0009.03.007 from LV-01-636) ©HS2



View north along Trent and Mersey Canal Towpath adjacent to marina - retention of existing vegetation is crucial ©CRT



Extent of land used during construction

The Act Limits associated with the viaduct show the worst case extent of construction. Even allowing for more effective use of land for construction and access, the actual extent of land directly affected will be very considerable and the local construction impacts very significant. The Environmental Statement, Assurances and Undertakings will all mitigate these impacts. Designers should also refer to Section 5.2 A in seeking to reduce further these impacts.

Extent of land used at operation

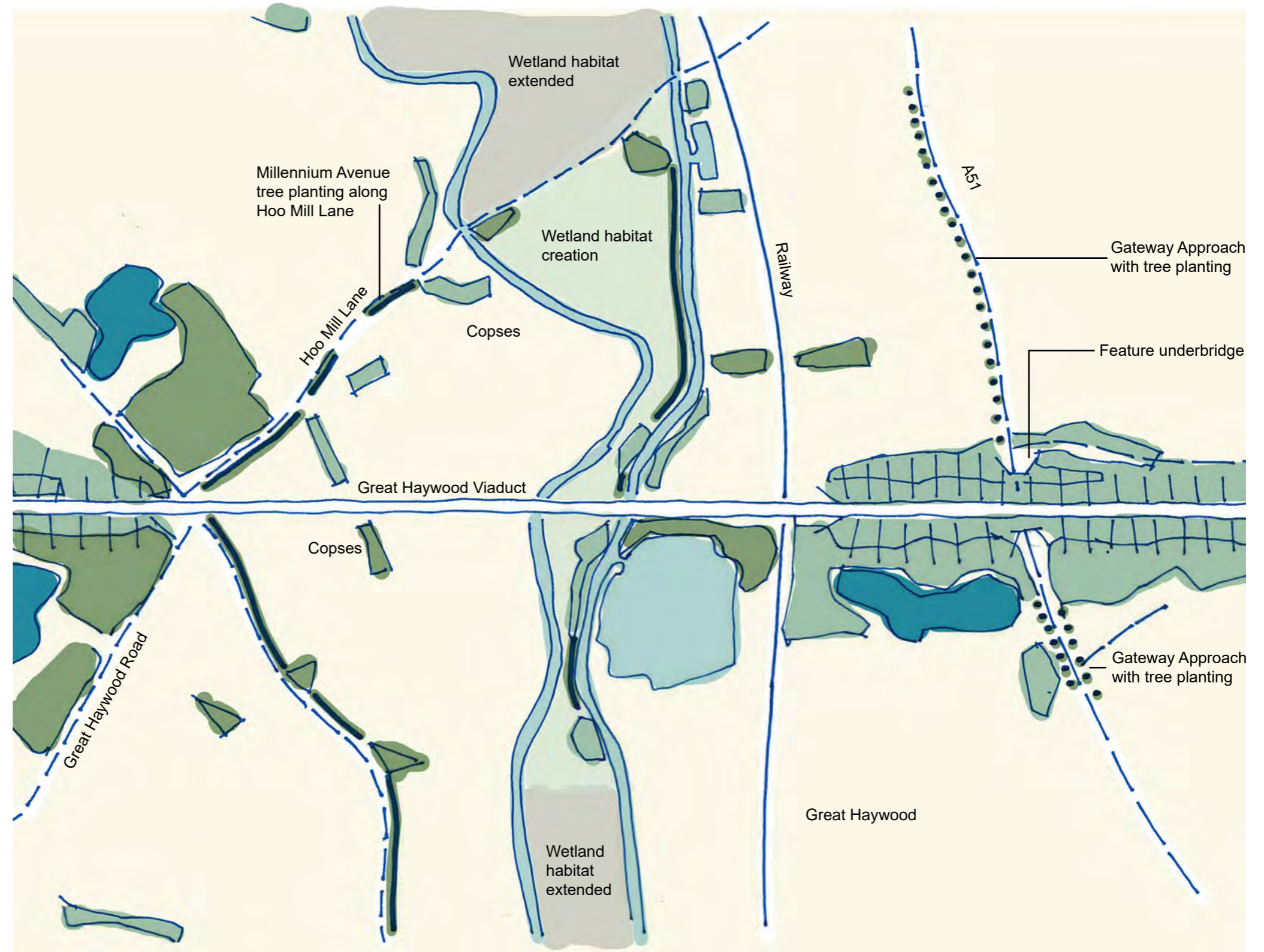
The great majority of land within Act Limits is returned to owners on completion of the railway, the land having been restored so that its previous use can be continued. Some areas will be changed through the provision of mitigation set out in the Environmental Statement and shown on HS2's scheme proposals. This includes extensive areas of woodland planting, three large balancing ponds, and wetland habitat creation.

There is potential for further change if this is considered beneficial and acceptable to landowners and HS2. Such change could strengthen proposals in areas already identified for change/mitigation or could extend change into new areas within Act Limits or beyond. This could be achieved through Enhancements Projects covered under Part 2 of the document or through cost neutral changes to making good. Whichever vehicle is used changes will have maximum effect if they are coordinated. This synergy between projects/actions will provide real added value.

Trent Valley landscape and ecology opportunities

The illustrative plan adjacent shows a series of opportunities to enhance the landscape and ecological setting of the viaduct. These are:

- **Copses:** a programme of creating a series of small copses dotted around the valley floor. These will provide a loose network of foreground and middle ground tree groups which will help break up the apparent length and continuity of the viaduct in views from most parts of the valley floor. It will achieve this without reducing the openness of the valley. Copses would be best located in field corners or other locations where they will not interfere with agriculture. Their specific locations are mostly non-critical and should be agreed with the land owner who's approval will be required. Locally native species should be used and block sizes kept small
- **Woodlands:** these are all as current HS2 proposals and would consist of larger scale and denser woodland, their purpose being to frame views of the viaduct and obscure the massive flanking embankments. Locally native woodland species from drier land should be used
- **Hedgerow reinforcement:** a programme of hedgerow gapping up, reinforcement and creation should use locally native species to provide an additional layer of screening particularly adjacent to public highways and selected footpaths across the valley floor. Care is need to avoid loss of openness
- **Gateway Approach:** designers should explore the opportunities of a dual-purpose landscape treatment of the west side of the A51 Lichfield Road. This should allow perforated views to the river valley and viaduct between widely spaced specimen tree planting at the same time as creating an approach to the underbridge below the rail alignment. As noted in section 5.X this bridge should have a special design treatment.
- **Wetland habitats:** HS2 proposals already include substantial wetland habitat creation as part of ecological mitigation. This habitat should include a broad range of habitats including standing water and ephemeral water, scrapes, water meadow and wet woodland. This should be designed to ensure that this reinforces the visual foiling provided by copses. Opportunities to extend this to both the north and the south should also be explored with landowners both as alternative making good following construction access and as Enhancement Projects outside of Act Limits



Other access opportunities such as towpath improvements and cycle ways are shown on the relevant sketch plan in Section 6. [Section 6 to follow in draft 2]

D Green bridges

Introduction

This section should be read in conjunction with Section 5.2 B Bridges. Guidance provided in that section is relevant to all other aspects of green bridges including their deck, parapet, abutments and approaches.

Two green bridges are proposed within the study area:

- Colwich Bridleway 23 Green Overbridge (Ch 203.400)
- Ingestre green overbridge (Ch 207.750)

These bridges are an important part of the proposed ecological mitigation.

Summary of proposals

The proposals suggest general and location-specific means of ensuring delivery of expected ecological mitigation, increased landscape fit and access improvements.

Significance

Green bridges have an important role in providing both meaningful mitigation - in particular against severance – and improved landscape connectivity. The location, configuration and width of these bridges is broadly fixed by the approved plans under the Act.

Issues & Opportunities

There are a number of general points common to all green bridges. These include:

- The effective and cost effective means of creating suitable habitat on the bridge deck;
- Avoidance of extreme loadings and consequent impact on structure and appearance; ensuring maximum use by targeted species (if any);
- Effective and unobtrusive deterrence of unwanted users particularly humans or larger species with associated safety issues; and
- Enhanced connectivity through a network of ecological corridors.

Guidance

Designers should refer to an established set of precedents and literature on green bridges. Particularly relevant are:

- Natural England (2015). Green Bridges: A literature review (NECR181);
- Landscape Institute (2015). Green Bridges Technical Guidance Note 09/2015;
- Iuell, Bjørn et al (2003). Wildlife and Traffic: A

European Handbook for Identifying Conflicts and Designing Solutions; and

- HS2 (2016). Landscape Design Approach (HS2-HS2-EV-STR-000-000010).

Two documents specific to the study area are essential reading – the HS2 Phase 2a Great Haywood Illustrative Design Plan (May 2018) and C861 HS2 Green Overbridges: Part 2. The first sets out the design approach for the Ingestre Green Overbridge and the second provides additional detail on both proposed bridges. Designers should follow this guidance unless it is varied or amplified as set out below.

Green Bridges - Aims

- Respond to ecological requirements to provide habitat connectivity and mitigation.
- Reconnect communities, cultural/ historic landscapes and facilitate permeability.
- Integrated and aesthetic design through responding to and enhancing local landscape character.

Green Bridges - Performance Indicators

- To maintain safe movement and dispersal of animals and plants from one side of the railway to the other.
- To provide clear connectivity across the route for the target species.
- To achieve healthy plants and vegetation communities that are not unduly water-stressed.
- The establishment of viable vegetation communities and provision of long-term habitat connectivity.

Contractor requirements

The contractor shall develop detailed proposals based on the above and a thorough understanding of site context and location-specific requirements (specific to bats, wider ecology, landscape and access). This will require demonstrable input from appropriate specialists. The overall intention must be to maximise lasting multi-functional gains across a broad spectrum of fauna, flora and habitat connectivity, and landscape and access.

We recommend that designers investigate the following variations:

- Placing hedges on low bunds (to provide adequate soil profiles without variations in the depth of the bridge deck, to enhance immediate effect, to reference typical hedge-bank features local to the area and to provide added variation in micro-

habitat);

- Location of security/ safety fencing within these hedges and reduction of the need for heightened bridge parapets;
- Placing bridleway or footpath within the hedge corridor;
- Tying in of security/ safety fencing on bridge deck with that along top of cutting and inclusion of solid barrier to 1m height and 0.3m below ground level for 100m on either side of the entrance to the bridge (to funnel fauna towards bridge);
- • Provision of hedgerows and trees connecting with adjacent existing/proposed hedgerows/ ecological corridors set out to funnel fauna towards bridge
- Hedge and grassland species to match adjacent local hedge and grassland assemblies established by ecological survey;
- Consideration of the use of translocated established hedgerow coppice and/ or grassland removed as part of the local works;
- Avoidance of lighting. Bat specialist to advise on the necessity for screening given likely traffic volumes at Colwich and, if required, designers to consider innovative alternatives (substantially increased locally native evergreen content to hedge/use of dipped headlights etc); and
- Avoidance of clutter through the use of intuitive design and avoidance of signage.

Users of the green bridge should be as far as possible unaware of the railway below.

Schedule 17 Applications

Schedule 17 submissions should demonstrate clearly their integrated design intent and how this meets the key objectives and KPIs.



Well vegetated ecoduct, France ©LauriKlein

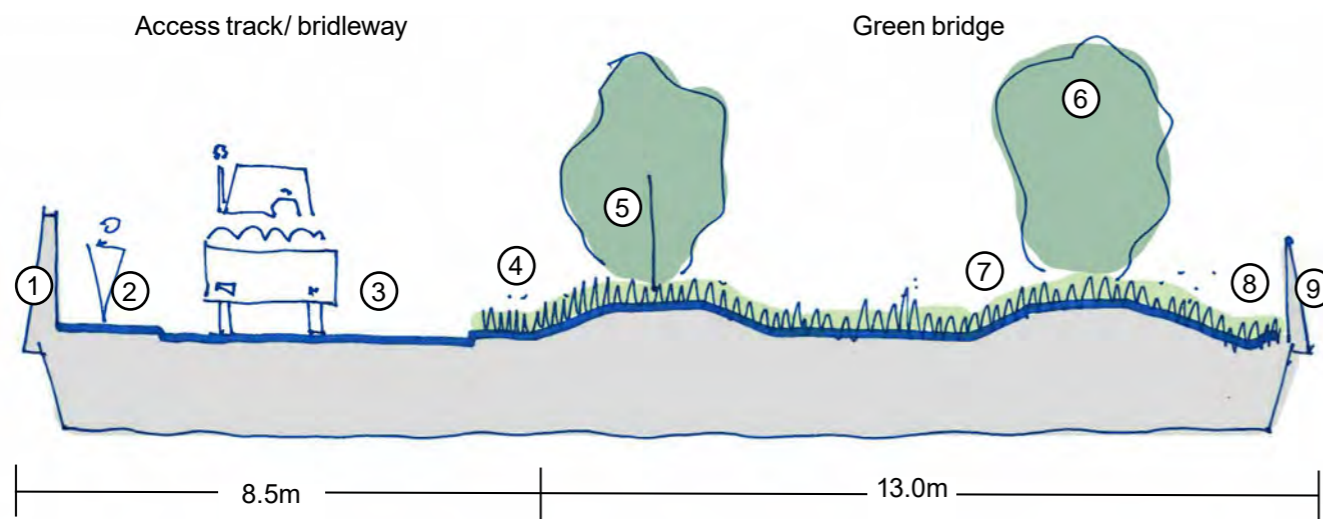


Grassland ecoduct, A50 Netherlands ©HenriCormont

Location specific advice

Colwich Green Bridge

The bridge is multi-use combining green features, accommodation access to Moreton House and Farm and diverted Bridleway 23. Current proposals indicate a 21.5m wide bridge split between access (8.5m) and green bridge (13.0m) broadly as illustrated on page 5 of C861 Green Overbridges: Part 2. See sketch plan for local considerations.



Illustrative Cross Section

1. 1.8m height parapet
2. Footway
3. 5.5m wide carriageway
4. 1m wide green verge
5. 1.8m height security fence
6. Semi-mature hedge planting on 0.75m high berm managed at 4m height
7. Meadow grass
8. Optional perimeter drain/swale
9. Standard height parapet

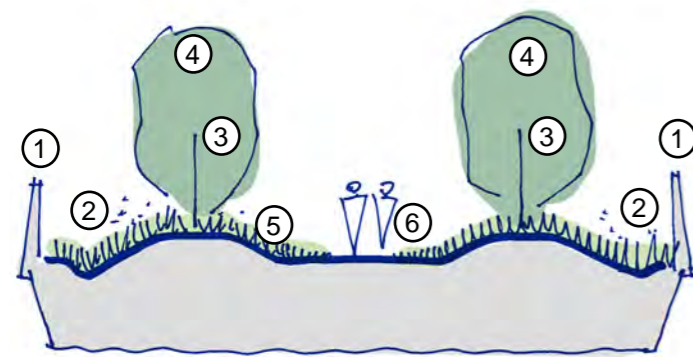
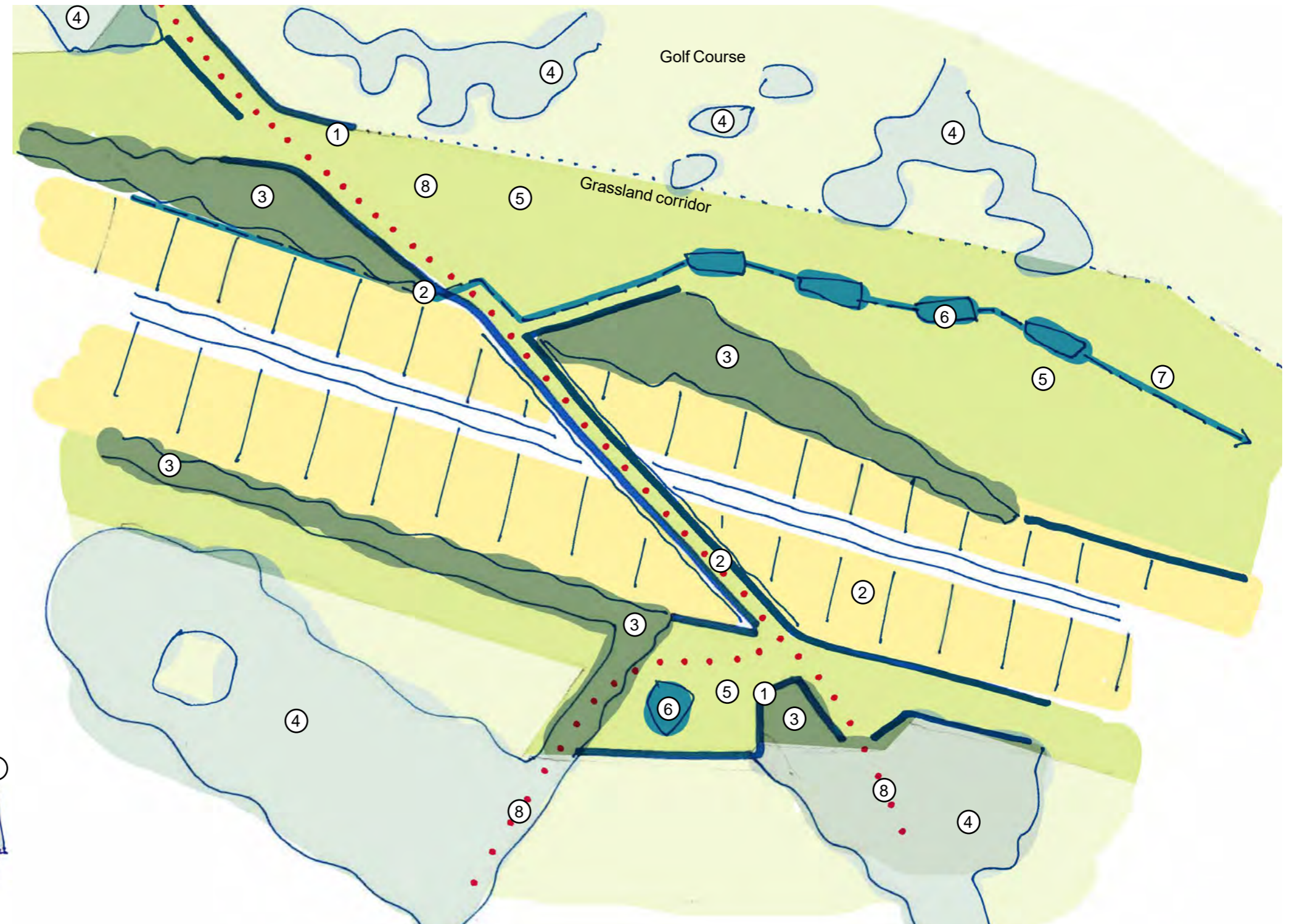


1. Hedgerow network funnelling fauna towards bridge
2. Solid fauna barrier incorporated into safety fence
3. Woodland planting
4. Grassland
5. Ecological mitigation ponds
6. Scrub/ grassland/ scrape mosaic
7. Access track/ bridleway
8. Ditch

Location specific advice

Ingestre Green Bridge

The overall functional requirements of the bridge are currently unclear but there are significant benefits if the design can be adapted to allow use as a footpath or bridleway link in addition to the required ecological corridor. Failure to provide for such access will result in the inevitable exclusion of larger fauna from using the bridge as well as a large lost opportunity for extending the local public access network. Such access can easily be accommodated within the double hedge corridor, would require no hard paving and would not be detrimental to ecology. Security fencing should be incorporated within the hedgerows allowing lower edge parapets to the bridge. See sketch plans for local considerations.



Illustrative Cross Section

1. Standard height parapet
2. Edge drain/ mini-swale
3. 1.8m height security fence
4. Semi mature hedge, 0.75m height berm managed at 4m height
5. Meadow grass
6. Unsurfaced footpath

1. Hedgerow network funnelling to a green bridge
2. Solid fauna barriers incorporated into safety fence
3. Woodland planting
4. Existing woodland
5. Grassland proposed
6. Ecological mitigation ponds
7. Ditch network
8. Footpaths

E Noise barriers and fencing

Introduction

This section provides suggestions on how the visual impact of barriers can be improved, the selection of barriers and their siting and screening. In all cases barriers must be considered as an integral part of the design of the railway and its successful landscape integration. Barriers are proposed in the following locations:

- Moreton Cutting south lineside (Ch 203.114 – 203.153)
- Moreton Cutting north lineside (Ch 204.000 – 204.175)
- Trent South Embankment north lineside (Ch 204.175 – 205.387)
- Trent South Embankment south lineside (Ch 204.300 - 205.387)
- Great Haywood Viaduct (Ch 205.400 - 206.700)
- Trent North Embankment north lineside (Ch 206.184 – 207.400)

Significance

Noise barriers provide essential mitigation for expected and unwanted noise effects. Their acoustic performance is a given and should not be in any way reduced. This section relates to the appearance of noise fence barriers, parapets and barriers on viaducts.

Issues & Opportunities

Issues:

There is potential for considerable visual impact.

- Especially where sited on top of embankments.
- Potential for visual intrusion and significant added bulk where sited on overbridges/ viaducts.
- Can appear as alien elements contrary to landscape character.
- Can accentuate linearity of the alignment (visual severance).
- Possible issues of glint/ glare and inappropriate colour and materiality.
- Design life and maintenance considerations limit materiality of inner (rail facing) elevation.
- Siting is invariably mandatory and dictated by maximising effectiveness (i.e. closest to noise source).

Opportunities:

- Materials, colour, scale and texture can reduce apparent mass and intrusion and aid landscape integration.
- Landscape screening can reduce visibility.

Guidance

Noise barriers are likely to be Common Design elements with a suite of models using different materials and colours. Designers should review this range of models and select suitable options dependant on the technical and aesthetic requirements relevant to location. Aesthetic requirements should be guided by local landscape character in particular colour, texture and scale. Noise barriers on underbridges and viaducts will require bespoke solutions that relate to the overall design of the bridge.

Noise barriers in cuttings

Given local topography and the absence of many significant cross-valley views, trackside barriers at the base of cuttings will be invariably screened by the landform of the cutting itself. Where the top of barrier may be visible over a relatively low cutting consider hedge planting along the top cutting. Use the same approach on flat land.

Noise barriers on embankments

These barriers are likely to be intrusive and will often be seen in silhouette rather than against a landscape backdrop. Screening can be achieved by foreground planting which extends as far as possible up the embankment. Vegetation should be locally native, proven to be compatible with the stability of the embankment, easily maintained and not pose issues of leaf drop with unwanted operational effects on trains. Where possible embankment grades should be modified to provide non-structural easier slopes capable of planting and/ or a wider flat 'verge' between the noise barrier and top of embankment slope.

Where total screening is not possible the intention should be to break up long stretches of noise barrier seen in silhouette using informal groups of trees planted on lower slopes of the embankment or offset within Act Limits.

Even allowing for screening, barriers on embankments need to use recessive natural colours, include a degree of texture (either actual or through shadow lines on a ribbed surface), and have rhythm expressed through differentiation between panels and supporting uprights.

Noise barriers on bridge structures

These represent the 'worst case' location and can easily prevent even a well-designed bridge from appearing bulky and overbearing. The Great Haywood Viaduct

and Lichfield Road underbridge provide the greatest challenges with a number of close-range viewpoints. Designers must:

- Establish early noise barrier requirements and seek input from noise specialist. This will determine the height of barrier required and other detailed characteristics.
- Prepare fully integrated designs where the noise barrier is considered part of the overall bridge. 'Stick on' barriers will be rejected.
- Consider in particular the materiality, colour, texture, massing and rhythm of the barrier and its relation to the bridge structure and balustrade.
- Consider maintenance and replacement requirements.
- Consider carefully the transition between different heights of barriers and where barriers stop or transition. Transitions should use gently stepped or tapered panels over the maximum possible length available.

Designers are encouraged to reference designs produced for the Colne Valley and Chilterns viaducts. See also Section 5.2 C, Great Haywood viaduct.

Schedule 17 Applications

These should show clearly the location, height and types of proposed noise barriers, detailed designs and elevations of each type and visualisations of selected instances of barriers on embankments. Details of barriers on bridges must be submitted as part of each bridge submission.

Fencing

The extensive fencing that will form part of the proposals will be of two types – security fencing that surrounds the operational areas of the railway, and other fencing for various types of access control. The selection of the type and height of fencing and gates should be informed by a clear understanding of its purpose tempered by the aim to maximise its integration with the local landscape and avoid unwanted 'urbanisation'.

Designers should reference HS2's Landscape Design Approach and pay particular attention to alignment (avoiding 'sky lining'), the use of local fencing styles and materials (noting differences between agricultural and parkland areas), potential effects on fauna movement (generally and specifically regarding green bridges/ ecology corridors), and considering augmentation with hedges (to screen).



Gently curved ribbed timber barrier gives natural and textured appearance ©Wijma



Integrated parapet and noise barrier system © Boscoltalia



Green noise barriers © BAMWegen

F Auto-transformer stations



Typical appearance of Auto-transformer Station ©RailTechnologyMagazine



Intrusive Auto-transformer Station with harsh materials and fencing ©WJPServices



Station located in the open landscape could be screened by vegetation or landform or both ©ABB

Summary of proposals

Auto-transformer Stations (ATS) are an essential component of the railway regulating and boosting the electrical current that is delivered by the overhead line equipment. Each station consists of a collection of large transformers and electrical equipment, enclosing security fencing and access track. They are the epitome of alien development in the countryside, located at approximately 5km intervals along the route of HS2.

There is one ATS within the project area located to the north of the Trent North Embankment immediately west of the Great Haywood Viaduct and accessed from Mill Lane.

Significance

Auto-transformer Stations are 'alien' elements within the landscape. Emphasis should therefore be given to maximising localised screening, reducing clutter and using recessive colour to integrate the facility with its landscape backdrop.

Issues & Opportunities

Issues include:

- Introduction of 'alien' built form/ structures in a predominantly open landscape and negative effect on local landscape character caused by the facility
- Lack of control over exact siting reducing opportunities to mitigate impacts
- Visual intrusion from security fencing, CCTV, lighting, signage (clutter) within the landscape
- Stringent technical and operational requirements reducing opportunity to influence location and design
- Further unwanted urbanisation caused by maintenance access track from Mill Lane, fencing, signage and possible lighting
- Although proposals include woodland to screen unwanted views from Mill Lane the effectiveness of this screening is likely to be significantly diminished by sightlines for the entrance and the need to accommodate a new drainage ditch close by.

The facility is currently proposed at a minimum of 15m from Mill Lane and will almost certainly to be visible from the public highway. This will be visually intrusive and will also compromise the presentation of the viaduct and its northern abutment.

Opportunities:

- Limited by technical and safety requirements.
- Use of fencing types to balance requirements for security and safety against visual intrusion.

Suggested design modifications

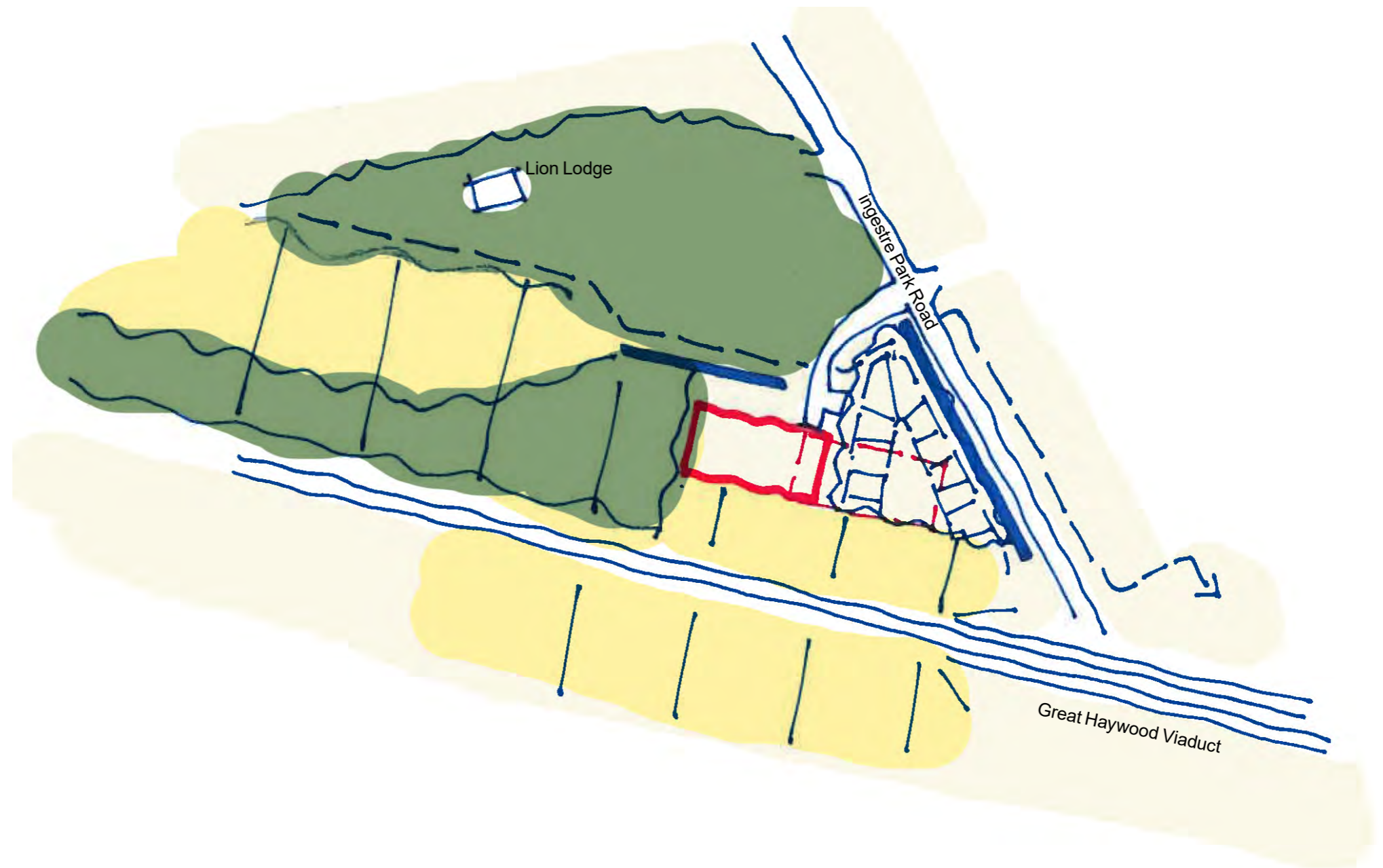
Designers should investigate the following (numbers in brackets reference to the sketch plan):

- Move to auto-transformer station westwards by approx. 35m by adjusting proposed landscape earthworks (1). The alignment of the access track could remain unchanged.
- Site the station low down in the landscape.
- Realigning the proposal ditch (3).
- Increasing the width of the woodland screen and potentially vary additional landform (4).
- Provide additional hedge and woodland screening between the auto-transformer and adjacent existing Lion Lodge Covert (5).

This would provide effective screening of views from Mill Lane without adversely affecting the setting of Lion Lodge Covert.

The maintenance access track should be of minimum width, with a carefully considered entrance and well set back access gate, visibility splays kept to a minimum and large vehicle overruns surfaced with cellular reinforced grass system or similar. The access route and carriageway should mimic an agricultural track, avoiding the use of kerbs and surfaced with a simple dense bitumen macadam, secured with an agricultural field gate or similar and discrete signage (6). The secure line should envelope the facility and be compliant with HS2 security requirements. Any fixed lighting should be manually controlled and used only at times of maintenance access (7). Associated service elements and clutter should be kept to a minimum to reduce urbanisation of the surroundings.

These changes should ensure that awareness of the facility is significantly reduced.



Mill Lane ATS, Illustrative sketch plan

G Ponds - balancing and ecological mitigation

Introduction

The project area includes proposals for four balancing ponds and 13 ecological mitigation ponds associated with the alignment within Act Limits but outside of Operational Limits. Many kilometres of ditches will collect and discharge water from the track. The balancing ponds in particular are large elements (> 1ha). Collectively these elements have significant potential effect on landscape character, trees, ecology and the successful integration of HS2 and the landscape.

Issues and opportunities

These features have the ability to be harmful in a similar way to auto-transformers – through their direct impact and through their supporting infrastructure such as access and fencing - with a combined result of unwanted, but avoidable, urbanisation. The fact that effective drainage and attenuation are essential to an operational railway and that ecological ponds provide mitigation should not be at the detriment of landscape character and landscape integration.

Careful and location-specific design can avoid these negative landscape impacts and even provide additional ecological benefits.

Balancing ponds

Designers should:

- Obtain a clear understanding of the engineering requirements of the facility (its purpose, volume, return period, freeboard and intake/ discharge systems).
- Obtain an equally clear understanding of the 'art of the possible' with regard to potential ecological mitigation and landscape fit (whether planting or over-deepening to create standing water is permissible, maximum slope gradients etc.).
- Have preference for ponds that are mainly excavated with raised containment berms kept to the minimum (to aid landscape fit and ecological benefit). If this is not possible consider two or more linked ponds.
- Use shallow (>1:7) outer faces of berm that are 'feathered' into existing ground profiles.
- Use steeper inner faces generally with cut faces up to 1:3.
- Use two or more multiple stage inner slopes to avoid the need for safety fences.
- Use these stepped slopes as the basis for ecological mitigation in possible combination with different soil profiles and/or planting and seed mixes.

- Exercise extreme care in the design and location of engineering elements such as inlet / outlet pipes, headwalls, grilles etc. keeping them to the minimum to reduce visual clutter.
- Avoid at all cost the need for security and/ or safety fencing, using suitable locally styled. timber post and rail or stock fence if access is to be deterred.
- Treat with care all required access tracks, bell mouths etc. ensuring these are kept to the minimum (see Section 5.2 F, Auto-transformer station for further guidance on accesses)
- Shape and footprint: footprint considerations contain a trade-off between efficiency and complexity (with a simple circular pond being the most space-efficient). If space and assurances permit more complex forms can be used especially where landscape fit is a consideration and/ or ecological mitigation can be introduced (slacker slopes, islands etc.). Naturalistic forms echoing the local landscape would be the default approach but there may be opportunity to consider more stylised 'land art' approaches.

Ecological mitigation ponds

Much of the above applies to ecological mitigation ponds which are generally much smaller and have no direct hydrological function. Designers must:

- Be fully aware of the mitigation required/ included in the Environmental Minimum Requirements (general, habitat, species specific, etc.).
- Understand the management requirements and arrangements for the proposals.
- Set clear ecological objectives based on the above.
- Design to meet these objectives.
- Consider water supply/ discharge context (ditch, ground water, scrape).
- Avoid the use of butyl/ synthetic liners.
- Avoid any potential safety issues through the use of stepped edge profiles and side slope gradients.
- Use local style timber or stock fence if access is to be restricted.
- Reference local pond features in design of footprint and shape.
- Determine approach to achieve vegetation cover (natural colonisation/ starter kit of limited planting/ seeding/ full completion on day one)

These ponds must be considered as part of the wider ecological habitat whether existing, enhanced or proposed. See Section 5.2 H Ecological corridors.



Well vegetated informal two stage channel/ ditch ©Susdrain



Attenuation pond and meander at Batheaston, River Avon. Ecological features include scrapes, wetland and scrub mosaic. The feature takes run off from the A4 Batheaston Bypass. ©2019 Google



Well integrated mitigation pond ©Susdrain



Well integrated attenuation pond, Wetherby Services ©AnthonyDixon



Ecological mitigation ponds providing habitat and amenity value at Attenborough Nature Reserve ©RichardRogers

Drainage ditches

Standard trapezoidal section ditches are assumed, sized in accordance with estimated flows. Large ditches and/or ones with variable flows should use two stage channel sections. Side slope gradients and maintenance access requirements should meet local requirements.

Footpath crossings, piped inlets, grilles etc. should be designed carefully keeping infrastructure to the minimum, siting sensitively and using elements and materials that are appropriate to their landscape context.

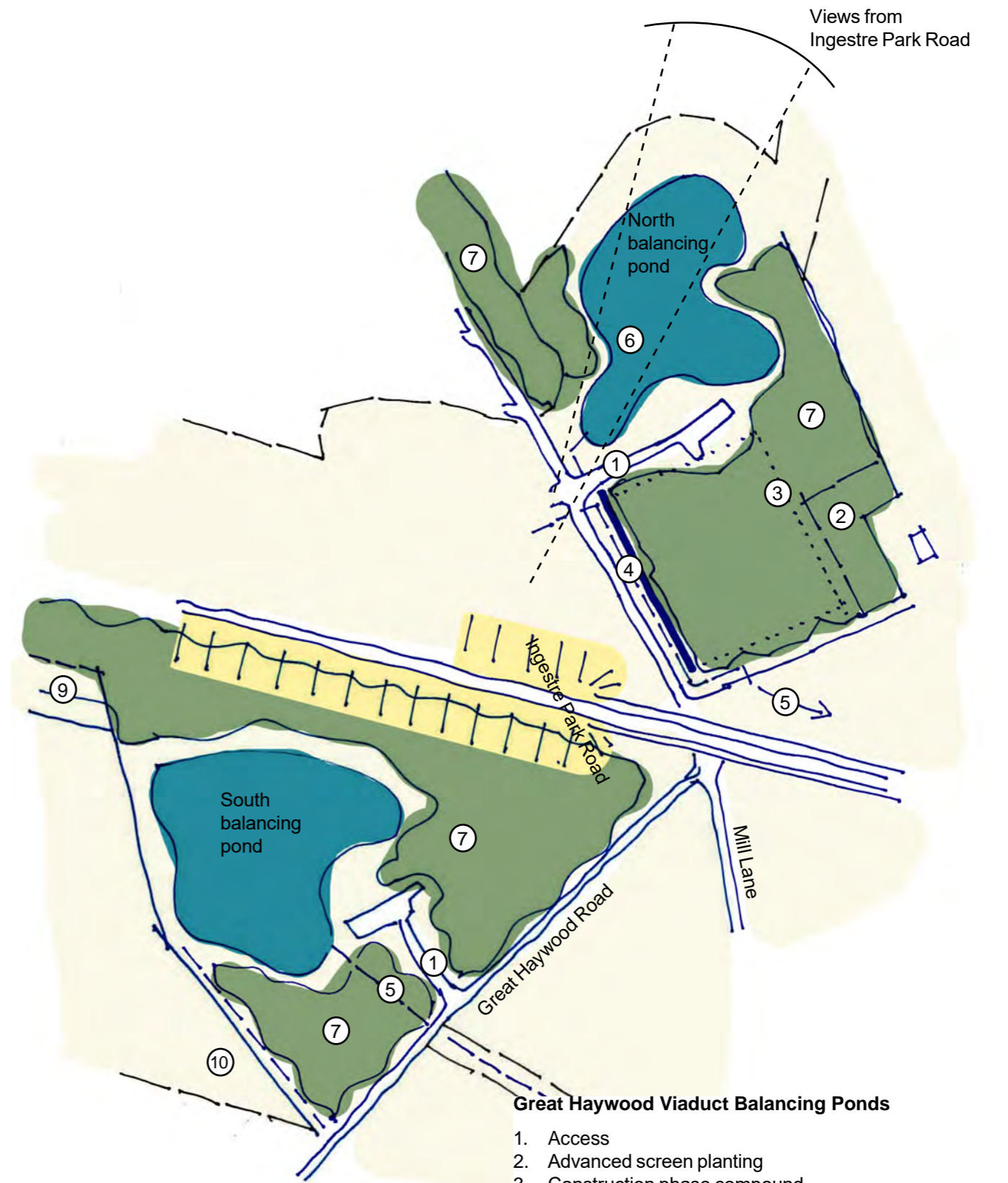
Location specific guidance

Balancing pond south of Trent South Embankment (Ch 205.250): Fed by >1.5km ditches draining extensive embankment slopes, ditches are therefore likely to be of considerable size. The ecological potential of this ditch corridor should be exploited. The pond outflow needs to be resolved. The relationship of the pond to the surrounding proposed woodland needs resolution and the permissibility of creating wet woodland within the pond investigated, likewise the ecological possibilities for the pond sides and base. The access track (>300m length) requires careful handling and treatment as an agricultural track.

Balancing ponds north and south of western end of Great Haywood Viaduct (Ch206.250): Both ponds have considerable potential for significantly increased landscape fit and provision of landscape and ecological amenity. This should include consideration of their shape, visual and physical access, proposed surrounding woodland and maintenance access arrangements.

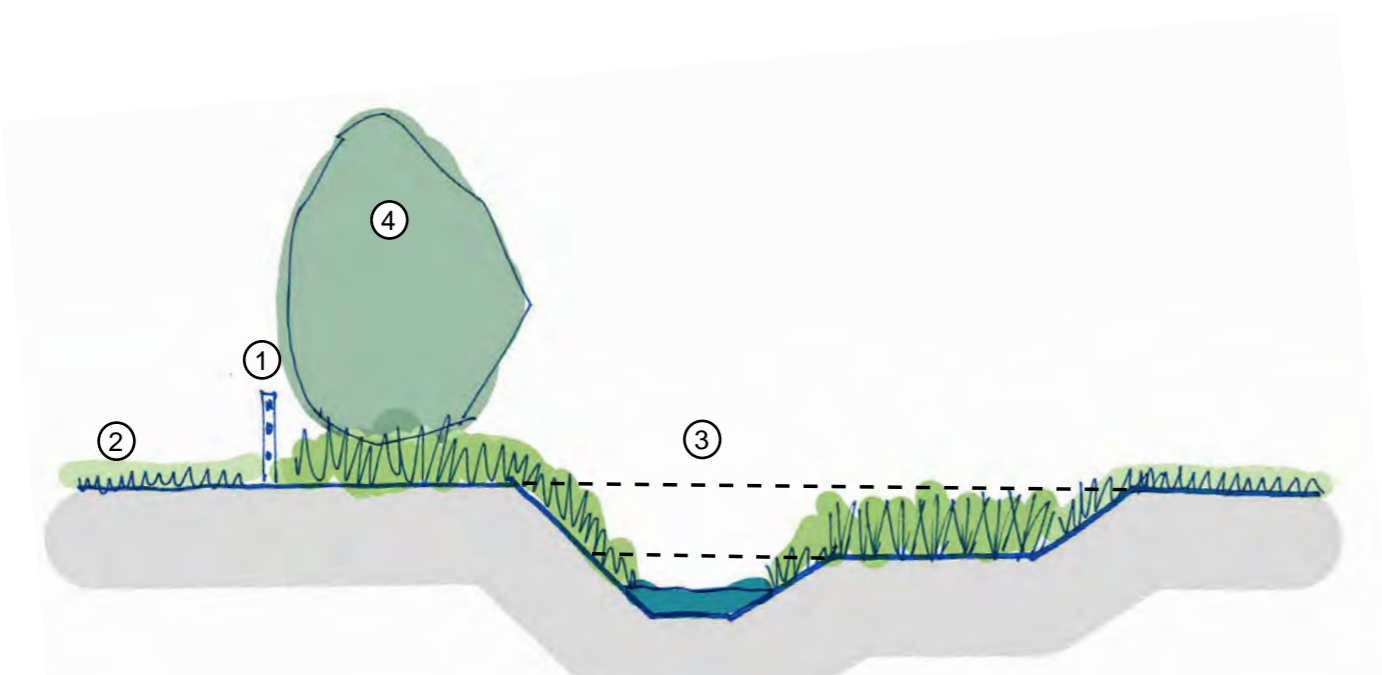
Balancing pond south of Hopton embankment (Ch 209.700): Designers should consider carefully the relationship of the pond and the nearby Trent Walk so that it can provide visible landscape and ecological amenity.

See Chapter 6, alignment related sketch plans for further suggestions.



Great Haywood Viaduct Balancing Ponds

1. Access
2. Advanced screen planting
3. Construction phase compound
4. Advanced planting perimeter hedge bank screen
5. Realigned ditch connection
6. Naturalistic balancing pond, openness maintained, views to pond and flood plain from Ingestre Park Road
7. Proposed woodland
8. Ecological flows for balancing pond design. Variation of water conditions and slopes etc
9. Local adjustment of permanent land take to provide widened woodland screen
10. Matching adjustment of permanent land take with land returned to agriculture



Illustrative cross section

1. Fence
2. Meadow grass
3. Two stage ditch/ channel
4. Semi-mature hedge

H Ecological corridors

Introduction

Chapters 2 and 4 set out the ecological baseline condition and the Ecology General Design Principle (GDP) respectively. This section provides guidance on how this GDP can be delivered.

The ecology of the project area is rich and varied but still capable and deserving of significant enhancement, so issues and opportunities arise from protection, conservation and enhancement to the creation of new habitats.

Act Limits

Ecology knows no boundaries. This guidance applies equally to areas within and beyond Act Limits. It has an overarching principle of maximising connectivity.

Five Levels of Connectivity

Designers are encouraged to consider all five levels of connectivity to ensure that ecological provision is effective and that synergies are maximised.

Level 1 - Agreed ecological mitigation: current proposals include extensive ecological provision to achieve a position of 'No Net Loss'. These include creation of a variety of habitats – woodland, grassland, wetland and others – and are shown on HS2 proposals drawings. Designers need to maximise the effectiveness of these proposals by:

- Developing designs through reference to local conditions established by ecological surveys of each site's context. This will ensure optimal match with local species and assemblies, and improved chance of successful establishment.
- Understanding management responsibilities and agreeing regimes and proposals that are appropriate, achievable and mutually supportive.

Level 2 - Effective and connected assemblies: designers should look beyond the measurement-based provision of mitigation under Level 1. The location of and interface between the same area (m2) of the same mitigation can yield significantly different results. Designs should be holistic and consider in particular movement corridors and connections of fauna, flora and water. Maximising the amount of 'edge' between habitats and the micro-design of this edge (intricacy, aspect and variation) will significantly improve the quality of mitigation.

Level 3 - Added ecological value of other HS2 proposals: most of the detailed design principles in this chapter refer to engineering and railway-based elements. This does not preclude the inclusion of ecological considerations in their design solutions and construction provided this is not detrimental to its primary function. Guidance under Section 5.2 G Ponds is a prime example.

Level 4 - Making good after construction: Section 5.2 A provides specific guidance on this very extensive operation. In ecological terms it raises important questions of both alternative means and endpoints of 'making good'. Returning to previous conditions should not necessarily be the default position particularly for ecology where relatively minor changes could reap substantial ecological benefits.

Level 5 - Extending beyond Act Limits: Act Limits are an arbitrary line determined by the assumed extent of land required during construction which will be invisible provided making good after construction is appropriate and effective. For all the effectiveness of Levels 1 – 4 above, real benefit lies in connecting to and enhancing existing ecological assets outside Act Limits. This is one of the key opportunities for Part 2 of this project – Enhancement Projects. The above strategies and guidance should be applied.

Landowner agreement

Ecological corridors are particularly dependent on the agreement of respective landowners, their anticipated future use of the land, and their ability and willingness to co-operate with and/ or deliver appropriate land management. Establishing individual positions will take time and opinions may change. Ecological corridors need therefore to be robust by:

- Proposing a network of routes with some degree of inbuilt redundancy – this will reduce the chances of harmful gaps.
- Connecting to known existing areas of ecological value/ management.
- Focusing on elements where HS2 has control (drainage ditches, access track corridors, balancing ponds etc.) to maximise ecological gains.
- Adjusting proposals to known attitudes of landowners ('pushing on the open door').
- Developing a strategy that can be delivered over time as funds and conditions permit.
- Reinforcing investment and grasping opportunities set up by HS2 proposals, notably the two green bridges and the Great Haywood Viaduct.



The European Greenbelt forms an 12,500 kilometre Pan-European ecological corridor from Finland to Greece located in the former Iron Curtain ©Lifegate

J Vegetation including lineside slopes

Introduction

This section refers to vegetation both inside and outside of Operational Limits. Vegetation refers to material that is either planted or sown and ranges from woodland to grassland and includes scrub, heathland, wetland and hedgerows.

The scale of planting varies from largescale mitigation for habitats lost through construction, to small-scale landscape treatments within Act Limits and outside, as Enhancement Projects.

Chapters 2 and 4 describe the baseline condition and relevant General Design Principles. The Study Area contains landscape and habitats of value with existing vegetation contributing significantly.

Significance

Vegetation proposed is crucial to integrating the scheme into the surrounding landscape, reducing the overall severance, visually and perceptually. Vegetation anchors and integrates, connects and rehabilitates habitats, screens views and enhances landscape character and time-depth.

Issues & Opportunities

Potential issues include:

- Inappropriate planting (out of keeping with local landscape character/ enclosure of the open valley landscape).
- Inappropriate/ inadequate management.
- Poor establishment (incorrect species and/ or poor implementation).
- Failure to deliver promised mitigation.
- Drawing attention to HS2 (exaggeration of linear expression of scheme in the landscape).

Opportunities:

After structures and landform, vegetation presents the greatest opportunity to influence perception of the railway and its integration into the local landscape.

- Habitat connectivity.
- Enhanced quality.
- Improved or focused setting to historic features.
- Framing of key views across the landscape.
- Increased resilience to pest, disease and climate change.

Guidance

Effective integration will be dependent on a seamless join with its landscape context. This in turn will be dependent on an excellent understanding of local landscape character and in particular its vegetation. Designers should:

- Familiarise themselves with local landscape character (study of relevant landscape character assessments and personal knowledge of the immediate context of the line)
- Where appropriate undertake detailed site assessments to understand species, assemblies and local idioms whether designed or semi natural. (e.g. adjacent to proposed green bridges, on ecological corridors and site-specific design opportunities such as the A51 underbridge 'Gateway')
- Anticipate super-local environmental change caused by HS2 (changes in drainage patterns, site conditions after making good etc.)
- Ensure effective delivery of mitigation included in HS2 proposals by reference to the Environmental Statement, Assurances and after relevant documents. This applies equally to screening, replacement of lost landscape features, ecology or making good construction access
- Understand the ability and willingness of landowners to provide or organize subsequent land management
- Chose techniques and species/mixes that are both locally appropriate and have good chances of rapid and effective establishment. Base choices on good site knowledge (soils, slopes, aspect and drainage) and suitable implementation techniques. Reference local knowledge / experience; observation of local species and varieties; and consider field trials
- Local provenance: HS2 guidance applies and should guide where and how local provenance material is used. Local donor matched seed should be used close to SSSIs, nature reserves and other sites that are flora-sensitive

HS2 documents should be referenced where appropriate and augmented by local investigations as noted above. Designers are encouraged to make use of the considerable local embedded knowledge particularly in relation to SSSI, nature reserves, the National Trust, rivers and waterways.



Mixed native hedgerow used to define boundaries, screen/ foil structures and fencing and connect habitats



Native locally sourced planting integrating new equestrian overbridge on the A34 Chieveley/ M4 Junction 13 within the North Wessex Downs AONB. New planting linked into existing adjacent woodland and downland, in keeping with landscape character. ©Google



Radford Meadows nature reserve. Restoration scheme included scrapes to help retain flood waters in the River Penk floodplain. ©StaffordshireWildlifeTrust



Allimore Green SSSI, traditionally managed wet grassland ©StaffordshireWildlifeTrust

Lineside slopes

Lineside slopes include cuttings, embankments and other land within Operational Limits. All such areas are controlled by obligatory technical and operational requirements of the railway. Technical requirements include slope stability and erosion control. Operational requirements include an overriding assumption on minimum maintenance and zero impact on the railway's operation (caused by either the maintenance operation itself or other impacts such as leaf blow).

Designers should reference HS2 technical guidance and evolve solutions that are appropriate to local landscape character.

Cuttings will have the greater technical restrictions resulting in a likely land cover of grassland, the species mix of which should relate to local semi-improved grassland or meadow species compositions.

Embankments provide greater need for screening (especially of embankment-top noise barriers) and greater opportunities. Many of the embankments in the project area consist of steep-sided engineering landforms completely or partly overlaid by shallower landscape fill. Designers need to establish and work to the restrictions on planting materials in both of these conditions. Considerations should also include the risks of vegetation and root damage, wind-blow, and leaf fall; poor establishment and subsequent management; and poor landscape fit.

Lineside slopes can contribute positively towards the integration of railway and landscape and should follow other guidance provided above. Care should be taken to avoid accentuating awareness of the railway's presence through screening that emphasises its visual severance (i.e. extensive narrow and even width planting strips parallel with the alignment). With the exception of noise barriers – where hedges are likely to be the most appropriate – visibility of the railway should be generally reduced by creating a series of planted buffers placed in depth within and beyond Act Limits. This 'foiling' rather than 'screening' is more appropriate to the multiple viewpoints and local landscape character of the project area.

Lineside grassland might become attractive to hunting fauna such as Barn Owl which might then cause bird strike. Specialist advice should be taken as to risks and deterrents.

Parkland trees

The project area, particularly west of the River Trent, contains numerous excellent specimen parkland trees many of which are at their height of maturity. They make significant contribution to local landscape character and are landscape assets in their own right. Proposals within and outside of Act Limits should respect the setting of these trees. Proposals should also consider production of a strategy for their conservation and interpretation including proposals for next generation planting. Designers should distinguish between woodland and parkland planting, observe the species, grouping, location and setting of the latter, and avoid the temptation to over-provide replacements and cause visual clutter.



Mature specimen trees make a significant contribution ©Daderot

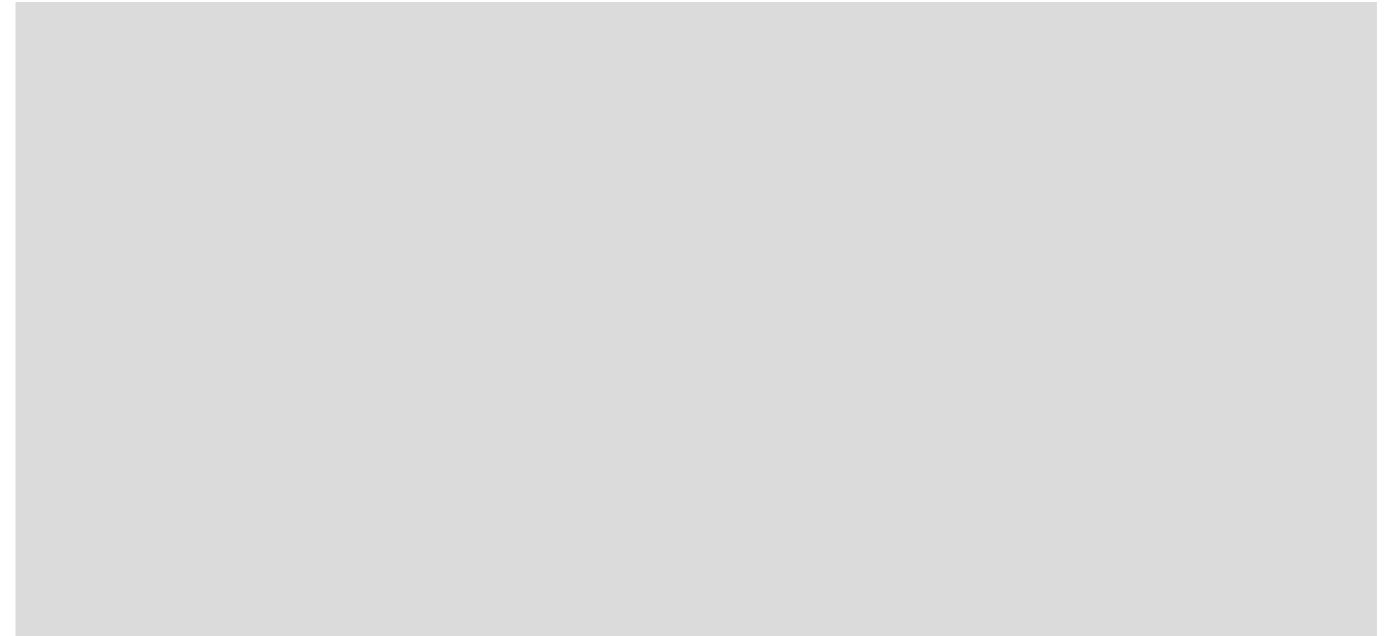
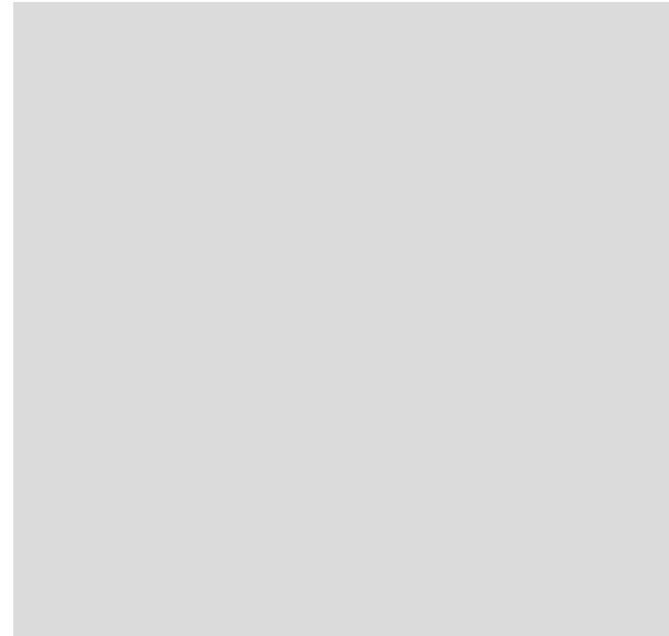
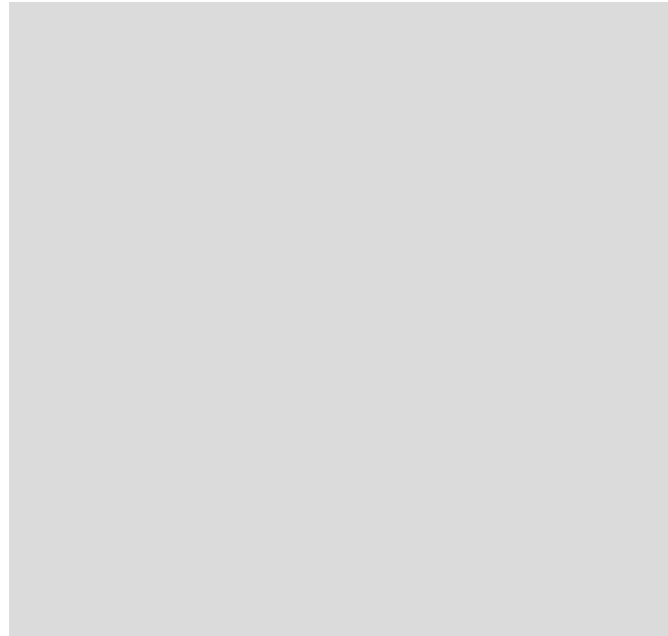


Careful slope gradients marrying into existing land form, with landscape and ecological planting in the Devil's Punch Bowl SSSI for the A3 Hindhead ©Natural England



Blakeshall Common - restoration of 19ha lowland heath ©NationalTrust

6 Alignment related sketch plans



Purpose

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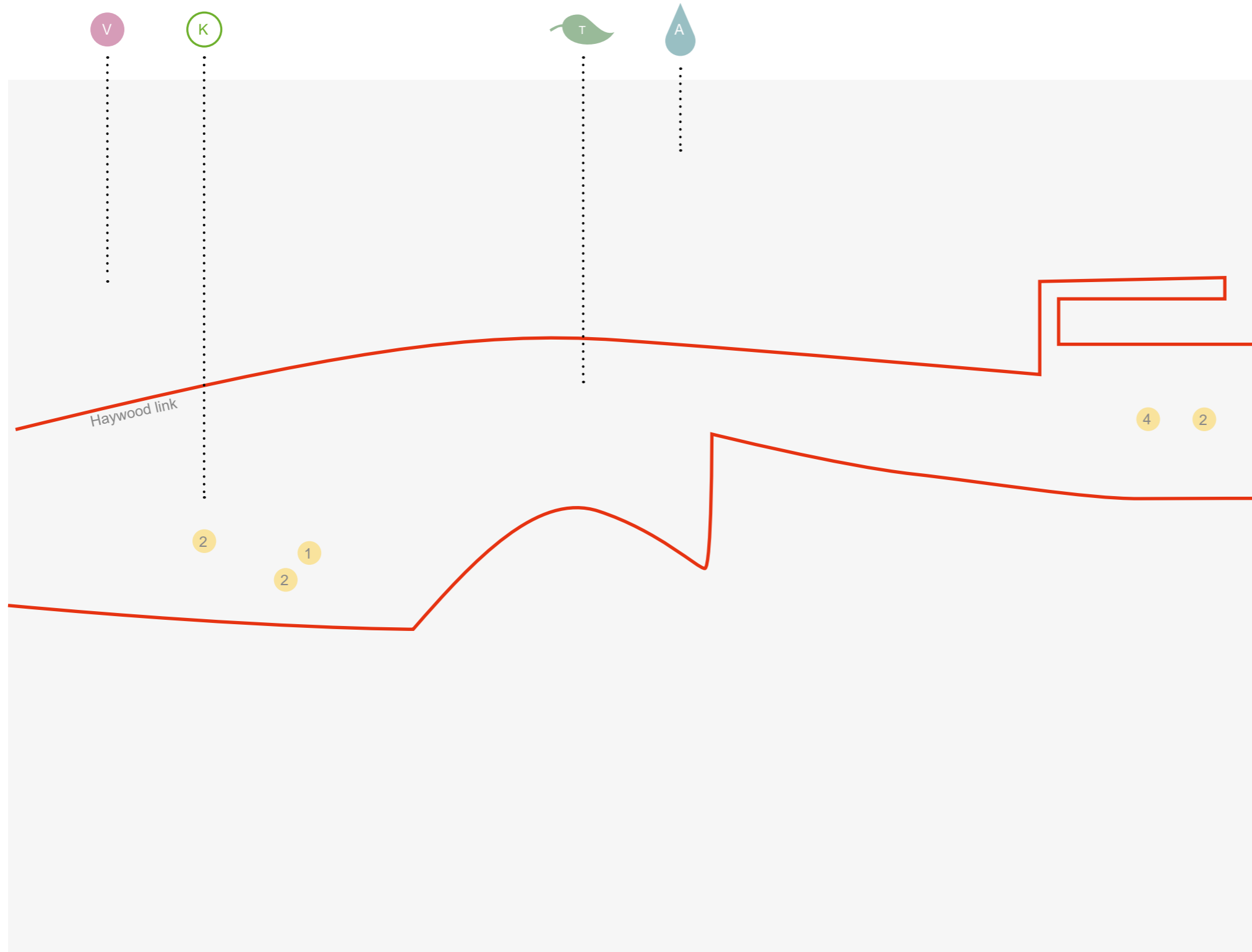
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Illustrative sketch plan 1
Great Haywood Viaduct (Sheet xx)

Page 163



Target notes

1. Additional land modelling
2. Alternative footpath alignment
3. North Link
4. Planting modified, landform unchanged
5. Grassland habitat creation
6. Park Farm ecological corridor
7. Currently proposed woodland reduced; increased (7A)
8. Additional footpath link
9. Woodland habitat creation
10. Potential cutting reduction
11. Hedgerow strengthening

Legend

1. Act Limits
2. Relianged public path to the scheme at Royal Assent proposals
3. Additional recommended path/ revised alignment of the scheme at Royal Assent proposed path
4. Existing path
5. Lineside slope
6. Noise barriers
7. Ancillary building
8. Existing and proposed woodland within Act Limits
9. Ecological mitigation (g: grassland; w: wetland; t: woodland)
10. Potential additional projects
11. Land potentially subject to proposed management agreement
12. Returned to agriculture
13. Component (refer to detailed design principles)

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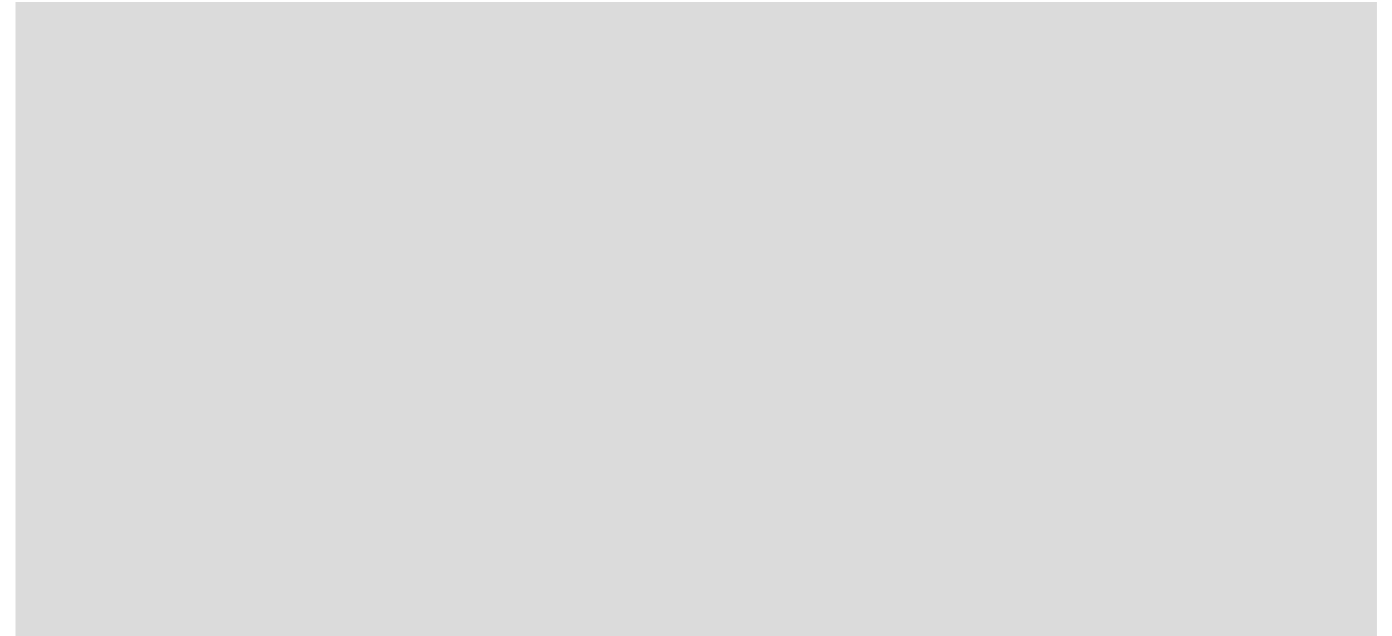
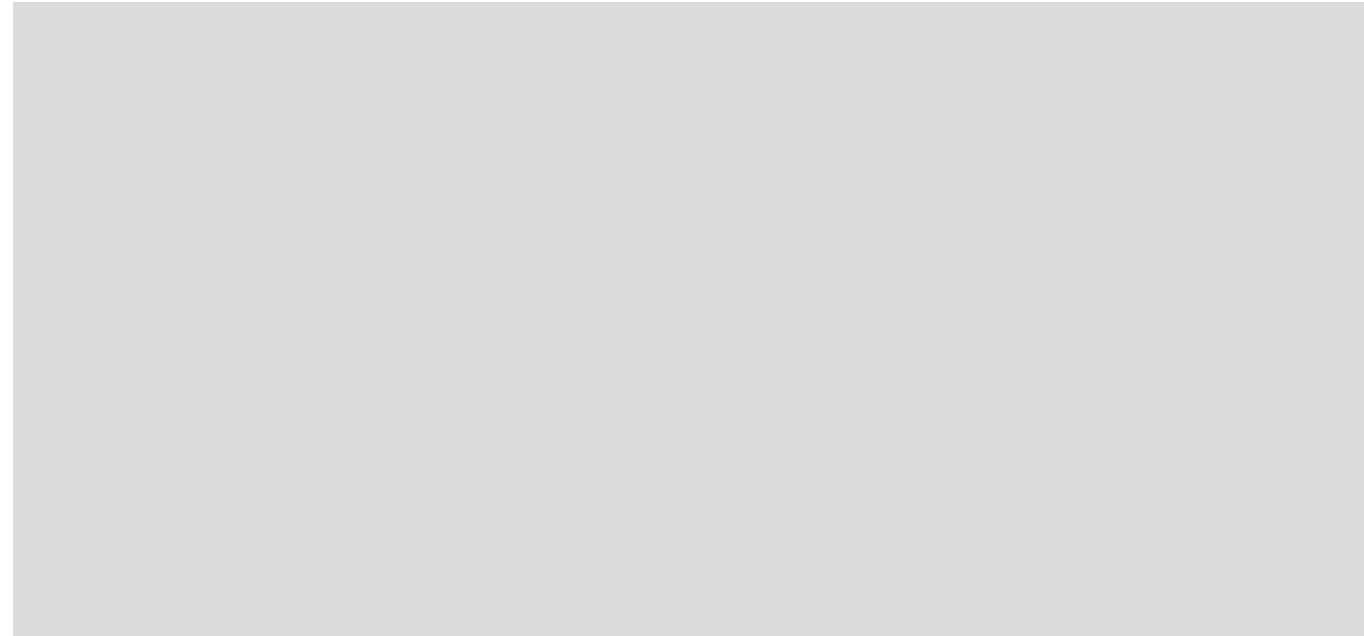
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7 Sketch Masterplan



Illustrative masterplan

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Cabinet Meeting on Wednesday 19 February 2020

Integrated Performance Report - Quarter 3, 2019/20



Philip Atkins, Leader of the Council said,

“We have demonstrated our commitment to growing our economy, ensuring people can lead healthy and independent lives and supporting vulnerable residents throughout the last quarter.

To help address the growing demand for residential and nursing care we took the decision to invest £1.2million in a new facility in Burton. Our Warm Homes Fund has gone from strength to strength since its launch last summer, enabling eligible families to get connected to gas and have central heating systems fitted.

The need for children’s social care continues to increase and we are now investing £8.1million in this area to recruit more frontline staff, focusing on preventative measures to keep children out of the care system. In April we launch the Together4Children adoption agency. This is a joint initiative with Stoke-on-Trent, Telford and Wrekin and Shropshire councils, meaning we can share information on children and prospective parents.

Staffordshire’s economic growth programme created or protected nearly 10,000 jobs and delivered 2,390 houses up to December 2019. We saw a rise in apprenticeship starts over the last financial year while average wages in the county have increased. Major projects such as the Lichfield Southern Bypass and Stafford Western Access route will really pick up pace in 2020 and we will be supporting the Local Enterprise Partnership in delivering our Local Industrial Strategy.

We have worked hard to strengthen closer collaborative working with our district and borough partners – setting up formal and structured strategic plans to enable us to deliver on our priorities together. These district, borough and town deals are already making a difference to communities and businesses and we anticipate significant progress in 2020.

It is encouraging that we have near full employment in Staffordshire, however our efforts remain on securing better skilled, better paid jobs for our residents. This ensures Staffordshire remains a leading location to live, work and invest.”



Mike Sutherland, Cabinet Member for Finance said,

“We are continuing to ensure the county council finances are managed carefully and effectively. The forecast outturn for quarter three shows an overspend of £4.4million, accounting for just under one per cent of the council’s overall budget.

Cost pressures resulting from children’s care services have grown as the number of our children in care has increased, in addition to the demands placed on us from adult social care.

Our saving and efficiency drive continue across county council operations whilst ensuring ongoing support for our more vulnerable residents. We always aim to achieve the best value for money for our residents wherever spending is necessary.”

Report Summary:

This quarterly Integrated Performance Report provides an overview of Staffordshire County Council's progress, performance and financial position in delivering against our Strategic Plan and Delivery Plan.

Recommendation(s)

We recommend that:

- a. Cabinet notes and challenges performance and advises of any further information and/or action required.

Local Members Interest
N/A

Cabinet – Wednesday 19 February 2020

Integrated Performance Report - Quarter 3, 2019/20

Recommendations of the Leader of the Council and the Cabinet Member for Finance

We recommend that:

- a. Cabinet notes and challenges performance and advises of any further information and/or action required.

Report of the Director of Corporate Services

1. Summary



2. At the end of Quarter 3, the overall assessment on Staffordshire County Council's performance and financial position is Amber. Particular areas of risk are in Adult Social Care and Children's and Families. Further details are included in this report and its appendices. The latest revenue forecast outturn shows a forecast overspend of £4.360m (0.9%), compared to the forecast overspend of £4.268m (0.9%) at Quarter 2.

3. Health and Care

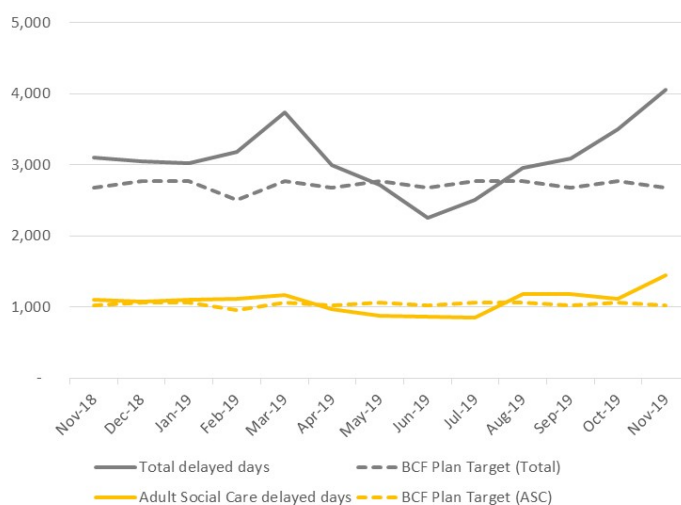
4. Quarter 2 reported that the demand and prices for residential and nursing care had risen, and this has continued during Quarter 3. The forecast overspend for long term residential and nursing placements is £14.720m (previously reported at Quarter 2 as £14.659m). This will be offset by increases in client income, planned revenue carry forward, use of hypothecated social care funding as



approved by Cabinet and agreed with the NHS, and underspends on other services. Given the unpredictability of price rises there may be further impact in 2019/20 and so this continues to be an area of high risk.

5. Longer term mitigations include ongoing support for struggling care homes to avoid loss of capacity from the market, commissioning of block booked beds, robust application of the Council's Cost-Effective Care and Support guidance and developing additional nursing home capacity to ensure that nursing beds are available for the rising number of old people who need them at a price the Council can afford to pay. In November 2019, the Council announced it would be investing £1.2million to turn the former Hillfields home in Burton into a nursing home.
6. Urgent care of elderly people remains a challenging picture in Staffordshire and Stoke-on-Trent remains challenging, with too many frail older people still being admitted to hospital and staying there for too long.
7. As well as the impact on patients this can create additional demand for social care if they are not well enough to return home. The Healthy Staffordshire Select Committee is now planning wider scrutiny of urgent care as part of its work programme later this year.
8. Up to 1,000 fuel poor households across Staffordshire could benefit from the Staffordshire Warmer Homes scheme. Launched in June 2019, eligible families across Staffordshire can get their homes connected to gas for free and get fully funded central heating systems installed to help keep their homes warm this winter. The scheme is available to households that currently aren't connected to gas and meet certain eligibility criteria. The £150m Warm Homes Fund has been established by National Grid to support local authorities to address some of the issues affecting fuel poor households. Other funding for the initiative has been provided from public sector partners. Staffordshire County Council is working in partnership with EON, and local district and borough councils to deliver this initiative.
9. In November 2019, the total number of Delayed Transfers of Care (DTOC) increased to 4,051 against a Better Care Fund (BCF) target of 2,679 for the month. This is the fifth month in which total DTOCs have shown an increase following a sustained period during the summer when the target was met. For the year to date DTOC attributable to the NHS attributable days are 15,327 against a target of 11,720; DTOC attributable to social care and joint are 8,757 against a target of 10,068. The winter period is always challenging, and it is likely that figures for December and January may also exceed BCF planned targets. We continue to work with system partners to support the 'discharge to assess' model by moving people as quickly as possible from 'discharge to assess' services into long term care where necessary, and by recommissioning Home First services to ensure that the right capacity is available where it is needed.

Figure 1: Delayed Transfers of Care, November 2018 to November 2019



Source: Delayed Transfers of Care monthly statistics, NHS England.

10. A key outcome performance measure of the health and wellbeing of Staffordshire residents is 'Healthy Life Expectancy'. Healthy life expectancy estimates the amount of lifetime spent in 'very good' or 'good' health based on how individuals perceive their health (based on a self-reported survey). Given that life expectancy has been increasing both locally and nationally this is a good measure of the quality of life years of a population. Latest data released in Quarter 3, 2019/20 shows that Healthy Life Expectancy (HLE) in Staffordshire is 63 years for men and 65 years for women, which is in line with the national average. Overall women live longer than men but spend more years in poor health than men (18 years for women and 16 years for men).
11. The forecast saving for Health and Care is £0.995m from a breakeven position at Quarter 2. There remain a range of high risk MTFs saving within this position and the service is using forecast savings as well as committing to seek alternative savings options where necessary.

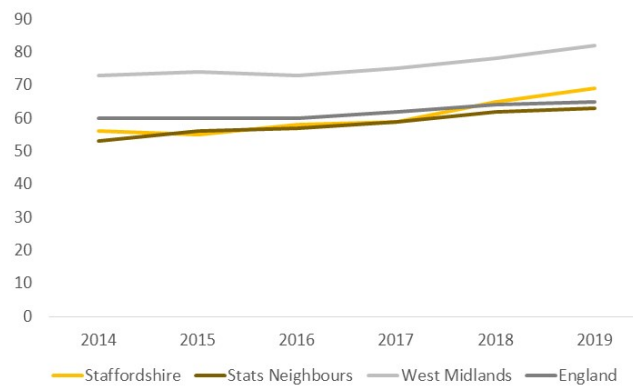
12. Families and Communities



13. In November 2019, the number of our children in care in Staffordshire had reduced slightly to 1,252 compared to the previous month (1,254); a rate of 74 per 10,000 which was higher than the national benchmark (65 per 10,000 in 2019) but lower than the regional benchmark (84.1 per 10,000 at the end of September). The number of children subject of a Child Protection Plan (742) had also seen a reduction in numbers compared to the previous month (762). There was a rate of 44 per 10,000 which is in line with the national benchmark from 2019 (41 per 10,000) and lower than the regional rate (46.3) at the end of September.
14. Cabinet approved additional investment in children's service of £8.1million in November 2019 to recruit additional frontline staff and for more preventative work to keep children with their families rather than being taken into care. The

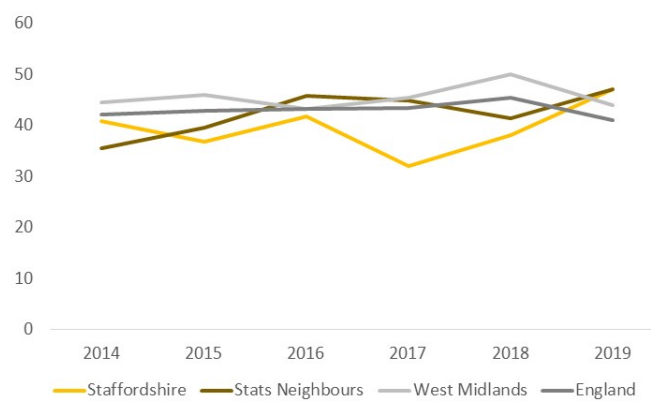
increased investment will fund an extra 34 family support workers across Staffordshire and two new court teams, as well as providing additional training for existing staff and a move towards a more 'district-based' approach. Although numbers of children subject of a child protection plan have reduced it is expected that numbers will increase over the coming months as the length of plans increase.

Figure 2: Our Children in Care (rate per 10,000), 2014 to 2019



Source: Local Authority Interactive Tool (LAIT)

Figure 3: Children subject of a Child Protection Plan (rate per 10,000), 2014 to 2019



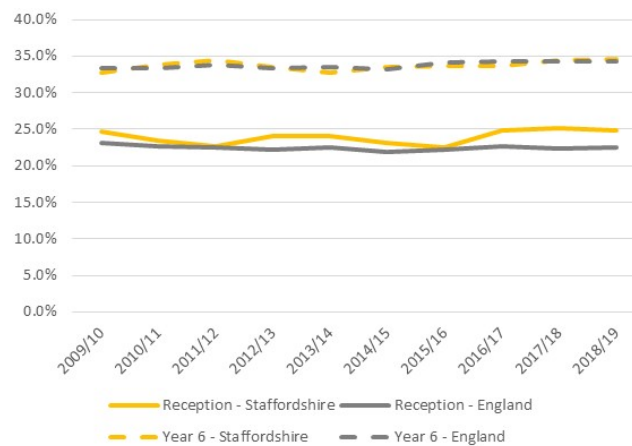
Source: Local Authority Interactive Tool (LAIT)

- Plans to create a unique partnership improving the lives of children needing adoption or long-term foster care are a step closer to completion after Cabinet on 18th December agreed to join three other local authorities in forming a regional partnership which will work together to find safe, stable and loving homes for children and provide support to those families. The Together4Children adoption agency, which is scheduled to launch in April, will see Shropshire County Council, Stoke-on-Trent City Council and Telford & Wrekin Council joining Staffordshire County Council to share information on children and the prospective parents available. The initial partnership will be for two years, with an option for a further three until March 2025. The project is backed by the Department for Education, which has invested more than £600,000 in developing the project.

16. Staffordshire County Council along with local Clinical Commissioning Groups (CCGs) are putting together a new online support service for children and young people, so they can access the right support to maintain their emotional health and wellbeing. This follows a consultation with 165 children and young people in 2019 and comes amid figures showing that around 40% of all young people experience at least one mental health issue by the age of 16.

17. Healthy Lifestyles has been identified as a priority by the Families Strategic Partnership Board. Latest data shows the prevalence of Staffordshire children who were overweight or obese in Reception (aged four to five) during 2018/19 was 24.8% and remains higher than the England average (22.6%). More than one in three (34.6%) of year 6 pupils (aged ten to eleven) in Staffordshire are either obese or overweight, this is similar to the national average of 34.3%. The Families Health and Wellbeing Service have a specialist healthy weights post who supports this priority across the service. In addition, for those families who need a targeted whole-family approach to obesity we commission Time4Sport to deliver a healthy weights service. This service has exceeded their annual target for the number of families accessing the service and 100% have maintained or lost weight as a result of accessing their support. Staffordshire County Council are leading a pilot in Cannock where they will seek to deliver a whole system approach to obesity, working with a wide range of partners to support healthy weight and lifestyles.

Figure 4: Excess weight in Reception and Year 6 children, 2009/10 to 2018/19



Source: National Child Measurement Programme

18. A report highlighting the work of the Trading Standards was presented to members of the Staffordshire Safe and Strong Communities Select Committee at their meeting on Monday 13 January 2020. In Staffordshire last year, 34,300 counterfeit items with an estimated value of £204,000 were removed or prevented from entering the supply chain. Other notable successful cases for Staffordshire County Council’s Trading Standards service included the prosecutions of four rogue builders from Clayton, a man in Kidsgrove who was selling counterfeit golfing goods on eBay, as well as a Staffordshire livestock keeper from Great Wyrley guilty of a string of animal health charges. Shop

keepers having their licenses removed and suspended, and traders jailed for selling fake cigarettes were also amongst the successes.

19. Between April and December 2019 1,038 people had volunteered for Staffordshire County Council's Libraries Service, contributing over 83,000 hours of volunteer time. This constitutes an in-kind volunteer contribution of £1.2 million.
20. In November the Midlands Partnership NHS Foundation Trust (MPFT) won a Health Service Journal Award in the 'Health and Local Government Partnership' Award for their 8 MPFT Community Managed Libraries.
21. In Families and Communities there is a forecast overspend of £7.048m (5.0%), predominantly due to a £6.765m (6.3%) overspend in Children's Services. The latter is mainly due to higher expenditure on Our Children in Care in independent sector placements. The forecast overspend on these areas is £11.224, based on a standstill position. This is an increase of £0.308m since Quarter 2.

22. Economy, Infrastructure and Skills


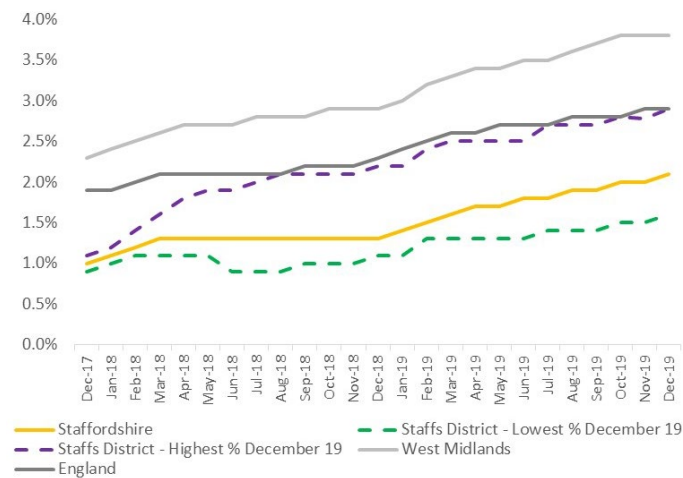
23. The Economic Growth Programme is continuing to drive forward the economy in Staffordshire. Completed and current projects within the programme have created and safeguarded a total of 9,099 jobs and delivered 2,390 houses up to December 2019. 
24. Average wage levels in Staffordshire continued to increase in 2019. The median annual earnings (gross) for full-time workers was £29,281; an increase of £953 (3.4%) compared with 2018. Staffordshire's average wage levels are above the West Midlands (£28,262) but below the national average (£30,661).
25. Our £37million European Social Fund (ESF) Phase 1 programme has already engaged more than 22,000 residents to improve their skills and employability benefitting thousands of local employers with 9,200 progressing to employment, further education or Apprenticeships to date.
26. In 2018/19 there were 7,300 apprenticeship starts in Staffordshire (for learners of all ages), which is a 7% increase on 2017/18. A 5% increase has been recorded nationally. There has been a 48% increase in the highest level of apprenticeships compared to 56% nationally. This increase can partially be attributed to the role of the Advanced Manufacturing and Engineering (AME) Hub. The AME Hub is a network of colleges, private training providers and sector bodies under the umbrella of the Stoke-on-Trent and Staffordshire Local Enterprise Partnership (LEP).
27. The proportion of Staffordshire's working age claimant count population has seen a small increase between November 2019 (2.0%) and December 2019 (2.1%). The regional average has remained the same whilst the national average has also seen a small increase. Claimant rates in Staffordshire remain lower than both the regional (3.8%) and national (2.9%) averages.

Figure 5: Claimant Count, December 2017 to December 2019



Source: Office for National Statistics (ONS).

28. Work is ongoing to develop the Integrated Growth Plan and supporting pipeline projects to compliment the Local Industrial Strategy (LIS). This work will link closely to the development of the Stoke on Trent and Staffordshire Local Enterprise Partnership LIS Implementation Plan which is currently expected to commence once the LIS has been finalised and agreed with Government, expected to be the end of March 2020.
29. Major work to build an underpass for the new stretch of the Lichfield Southern Bypass to go beneath the cross-city railway line was successfully completed in a four-day period over Christmas 2019. It means the final stage of constructing the £17.5million road building scheme can now take place. As well as easing congestion the Bypass will allow for Local Plan led housing growth of around 3,875 units and 12 hectares of employment land.
30. Work on the Stafford Western Access Route began in Summer 2019. The new road will enable millions of pounds worth of new housing and business development to take place and will also improve traffic flow in the town centre, particularly by the railway station. An information event was held on Wednesday January 22nd to enable people to find out more about the work programme over the next six months. The scheme will include improved conditions for bus services, pedestrians and cyclists. There will also be environmental benefits through the redevelopment of areas of derelict land and landscaping along the route. The road is being funded by developers and with £15.5million secured by the Stoke-on-Trent and Staffordshire Enterprise Partnership through the Government's Local Growth Fund.
31. Across Staffordshire, more than 80,000 homes and businesses can now benefit from faster speeds thanks to the county council's £32 million Superfast Staffordshire partnership with Openreach and the government's BDUK (Building Digital UK) programme. The work is proving popular, with more than 62 per cent of premises already having contacted their service provider and upgraded to a superfast connection. Across the county, according to independent

thinkbroadband.com, more than 96 per cent of premises are able to order superfast broadband.

32. A Staffordshire primary school has won regional recognition for its work promoting active and sustainable travel and combatting air pollution outside their school. Working with Staffordshire County Council's Active Travel team, Heath Hayes Primary Academy in Cannock have won the Regional Modeshift STARS School Travel Award. The award is given to schools who have demonstrated excellence in supporting sustainable travel. The School will be visiting the Houses of Parliament in April 2020 to compete against 4 other regional finalists for the National School Travel Award.
33. In Economy, Infrastructure and Skills there is a forecast saving of £2.414m (3.5%). Based on high level forecasts of costs, tonnages and income it is forecast that there will be a £1.5m saving in this area in 2019/20. This represents an early delivery of future MTFS commitments and robust contract management of the existing waste contracts. It is important to note that the waste management spend is demand led and variations should be expected in year.

34. Corporate Services



35. Sickness absence stands at 11.97 days lost per employee (November 2019), an increase of 10% from the beginning of the year, and by nearly 11% from the same period last year. Long term absence accounts for nearly three-quarters of all days lost, with the average number of days lost having increased by 13% since last year; short term absence has increased by 4% in the same period. Psychological absence has continued to increase, and now stands at 3.25 days per employee, up 10% from last year. Staffordshire County Council continues to record sickness absence levels which are higher than the national average for public sector employees in 2019 (8.4 days) and this is something that will be addressed through the County Council's new People Strategy.
36. In response to the increasing levels of absence, meetings have been held with all members of Staffordshire County Council's Senior Leadership Team (SLT) to review the sickness absence within their individual service areas, focussing specifically on long term absences and their resolution. Mental health awareness training has been launched to the whole workforce to encourage individuals to support their own wellbeing and this program is ongoing. Unfortunately, there are no 'quick fixes' with an issue as complicated and emotive as sickness absence, and the way in which it is reported - using a rolling 12-month period - means that even with a significant impact it will be several months before we see an improvement in the figures.
37. The staff Community Engagement Days pilot ran during October to December 2019. During this time 108 members of staff supported community organisations, communities and individuals. This was made up of half days and full days with 11 individual staff and 13 teams of between 2 and 18 people. As a result of this in just three months Staffordshire County Council staff have contributed approximately 600 hours to local communities supporting at least 38 different

organisations and community areas. The activities have varied from offering social media workshops to a number of organisations, supporting local foodbanks, setting up websites, community clean-ups, supporting funding bids and clean up and decoration of community used buildings.

38. We have continued to develop our digital offer in Quarter 3. Highlights include, a new search bar auto complete functionality on our website homepage, a new School Transport Eligibility Checker went live in December 2019 and the new Cannock Chase Area of Outstanding Natural Beauty [website](#) was launched.
39. A key principle within our Strategic Plan is to encourage residents and communities to help themselves and one another. The People Helping People Fund allows each county councillor in Staffordshire to invest in projects which help families who need some support, or which help people to stay healthy and independent. Councillors have sought out local projects and jointly invested in these with their local communities. This has allowed great activities to expand, or to get something started in areas where activity doesn't happen.
40. In total, 142 applications were received for the Fund, before the December deadline. As at Quarter 3, 61 projects have so far been supported, receiving a total of £44.1k but generating £158k value in match funding and support-in-kind. This gives an overall return on investment of over 3.5:1. Supported projects cover a wide range of areas, from bursaries for supporting children's therapist time, to a range of expanded dementia and carer support, to new inter-generational activities focused on supporting family cookery and health.

List of Appendices:

1. Finance Quarter 3 Summary
2. Finance Quarter 3 Detailed Report
3. Corporate Checklist
4. Revenue Forecast Outturn 2019/20
5. Capital Forecast Outturn 2019/20
6. Financial Health Indicators 2019/20

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The following graphs summarise the financial performance of the council. Full details are contained in this report.

The graphs and charts are compiled using quarter 3 forecast information.

The latest revenue forecast outturn shows an overspend of £4.4m (0.9%), compared to the forecast overspend of reported £4.3m at quarter 2.

There has been use of £2.3m of the Exit and Transition Fund which was established in 2018/19.

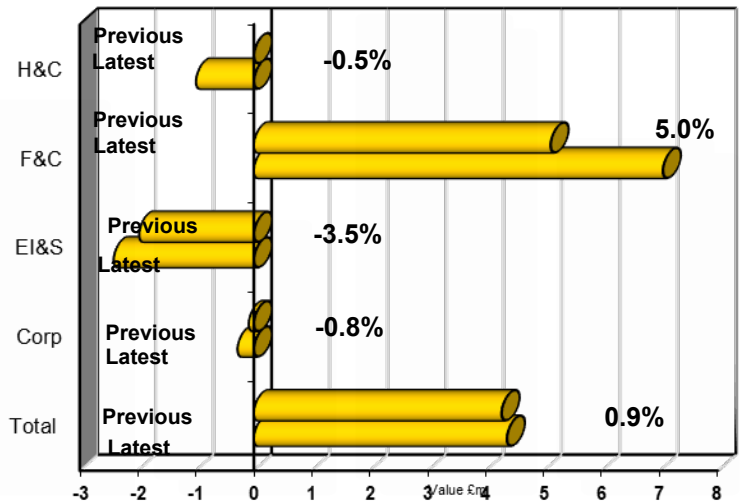
There is a forecast overspend of £7.7m on Children's Services, after the use of £6.0m Social Care Contingency. This is due to increasing numbers of LAC and additional expenditure on placements. Restructuring of business units is underway including recruitment of social workers.

Progress on Innovation and Efficiency options is monitored monthly. Savings are categorised into confidence of delivery. The latest position shows that the savings are currently below the target. Those savings classified as undelivered include – Children's Services savings, cross cutting support services reviews, reduction in urban grass cutting and weed control, Purchase of Annual Leave scheme, and increase in parking and bus lane enforcement.

The latest capital outturn projection is £123.0m, compared to the quarter 2 position of £126.1m, a decrease of 2.4%. This projection is a fully funded position. This decrease is mainly due to rephasing of £3.1m for the Greenwood House project. There have been other changes to the programme and the detail can be found within the report.

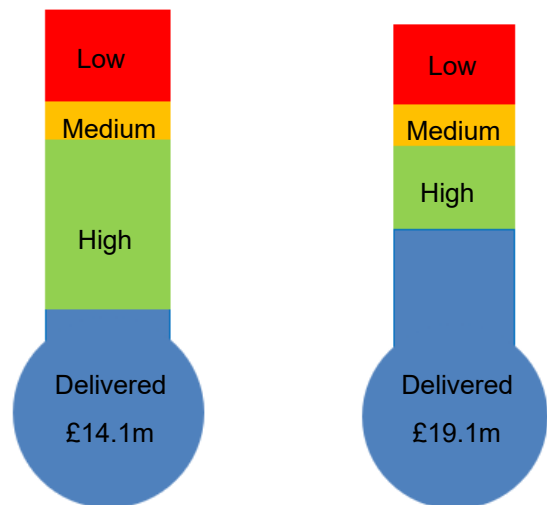
Within the national context, the retail price index is currently 2.2%, and the latest consumer price index is 1.5%. GDP is estimated to have grown by 0.1% in the three months to November. Current unemployment figures show Staffordshire benefit claimant rate is below that of the West Midlands and Great Britain.

Revenue Budget Variance

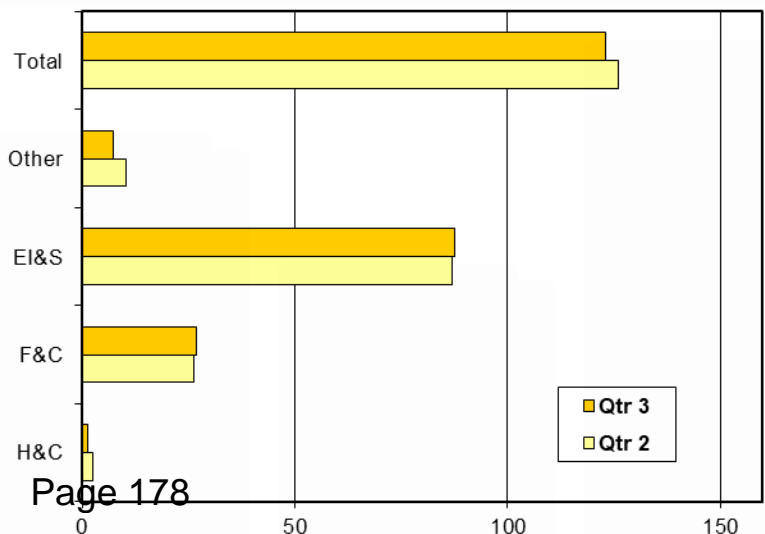


Savings Tracker – Target £40.045m

Quarter 2 -£38.605m Quarter 3 -£34.430m



Capital Programme



Introduction

Revenue Forecast

1. The latest revenue forecast outturn (as provided in appendix 4) shows a forecast overspend of £4.360m (0.9%), compared to the forecast overspend of £4.268m (0.9%) at quarter 2.
2. The following paragraphs consider the key financial issues in each of the council's portfolios.
3. **Health and Care** **Forecast saving £0.995m (0.5%)**
4. The forecast saving is £0.995m from a breakeven position at quarter 2.
5. The service has applied grants for winter planning and the Better Care Fund in accordance with conditions of that funding to meet cost pressures as approved by Cabinet and the NHS.
6. There remain a range of high risk MTFS saving within this position and the service is using forecast savings as well as committing to seek alternative savings options where necessary.
7. **Public Health and Prevention** Forecast – Breakeven
8. The current breakeven position includes an assumption that the service will deliver a £0.250m saving through vacancy management and restructuring.
9. Following recent announcements on the spending review the Public Health ring-fenced grant is expected to continue in 2020/21 with a slight increase but uncertainty remains about its continuation from 2021/22.
10. *Adults Social Care and Safeguarding* *Forecast saving £1.083m (2.8%)*
11. Overall, the service is forecast to save £1.083m, which in the main relates to a range of staff related saving.
12. The Adults Learning Disability Team (ALDT) restructure was completed in November delivering a planned MTFS saving of £0.206m. There is a forecast

Appendix 2 – Quarter 3 Finance Report

saving of £0.946m arising from vacancies held prior to the introduction of the new structure. The forecast saving has increased from quarter 2 due to lower than forecast costs of change and a delay in filling some posts.

13. The saving from the review of the Mental Health North team is now forecast at £0.131m, an improved position from quarter 2 position of £53,000. There is a forecast overspend of £0.305m in the Learning Disability in-house provider services due to non-achievement of a vacancy target and the need to employ additional agency staff to cover absences. This is higher than the forecast overspend of £0.134m at quarter 2.
14. Within Care Systems, Adult Safeguarding and Appointeeships there is a forecast saving of £0.336m and increase of £0.101m since quarter 2, due to staff turnover and holding vacant posts.
15. The number of Deprivation of Liberty Safeguards (DoLS) assessments has risen resulting in a forecast overspend of £0.1m an increase from the £54,000 forecast at quarter 2. Other variances result in a forecast saving of £75,000.
16. *Care Commissioning* *Forecast overspend £88,000 (0.1%)*
17. Demand for Older People residential and nursing care continues, and mostly nursing care. The forecast overspend for long term residential and nursing placements is £14.720m. This position is net down by a forecast position for additional recoverable client income of £3.703m – resulting in a net forecast overspend of £11.017m. This is then partially mitigated by one – off revenue carry forward of £2.1m and other one – off funding streams of £5.732m, taking the net forecast overspend to £3.179m. This is an increase of £0.456m since quarter 2. Given the unpredictability of price rises, this continues to be an area of high risk.
18. Managing the price rises and developing cost effective alternative to the market quickly remains extremely difficult. The Council is providing support for struggling care homes, to avoid loss of capacity from the market, block booking beds at a lower cost per bed and developing additional Council owned capacity in future years. However, most significant mitigating activity through the robust application of the council's Cost-Effective Care and Support guidance and utilisation of the Dynamic Purchasing system are having limited impact on prices in the independent residential and nursing market.

Appendix 2 – Quarter 3 Finance Report

19. New contracts are now in place to ensure we source the most cost-effective home care for older people and the forecast assumes a saving of £0.333m.
20. The number of older people in receipt of a direct payment has reduced by 10% over the year and together with a recovery of surplus funds there is an overall forecast saving of £0.301m
21. The forecast saving on the Physical Disabilities budget has increased from the quarter 2 position of £0.113m to £0.373m. This change is mainly due to additional income from clients and health partners.
22. The Mental Health Budget is now forecast to overspend by £0.368m, a reduction from the quarter 2 position of £0.412m. This forecast overspend is due to increases in the cost of Nursing and Supported Living placements costs, which are being offset by additional increases in the forecast for health income and additional savings on the mental health contracts.
23. The Learning Disability Placements budget is now forecast to save £2.230m. This is partly due to reductions in the number of people with Learning Disabilities being cared for in Nursing Homes and savings from Supported Living contracts following a negotiation with health partners. This forecast saving has increased by £0.698m since the quarter 2 position, this is due to forecast increase income on respite contracts, health income, and general reductions in placements. There always remains a risk that demographic growth and potential price increases, particularly in the Supported Living market, will reduce this forecast saving, and these will continue to be closely monitored.
24. There are some forecast contract savings for both Advocacy and Advice and Information which total £0.737m, an increase from the quarter 2 position of £0.609m.
25. As previously reported the council continues to work with the local Clinical Commissioning Groups (CCGs) to support the discharge of people from specialist hospitals to community-based settings under the Transforming Care Partnership (TCP). Because the National Health Service England (NHSE) reduced the amount of funding that will accompany each individual, there is now a substantial cost pressure for the Staffordshire Health and Care system.

Appendix 2 – Quarter 3 Finance Report

Current indication shows the potential cost pressure for the County Council is £1.4m. This pressure is partially mitigated by the ending of an agreement whereby the council transferred £1.250m per annum for LD clients with health needs. It is assumed that the service will identify further mitigated options to cover any shortfall while continuing to provide support for further discharges. However, there remains a significant risk of further cost pressures in the future.

26. A forecast saving of £0.230m has arisen as a result of a performance related penalty on the reablement contact with the Midlands Partnership Foundation NHS Trust (MPFT) as fewer reablement episodes are expected to be delivered than specified in the Section 75 partnership agreement.
27. Prisoners related care activities are now forecast to save £0.183m, a reduction from the £0.205m reported at quarter 2. This forecast saving is due to staffing savings and lower care costs. Other variances amount to a forecast overspend of £0.928m.
- 28. Families and Communities** **Forecast overspend £7.048m (5.0%)**
29. The overspend has increased by £2.267m since the quarter 2 report. The reasons are outlined below. The overall forecast assumes that £1.360m of funding from the Exit and Transition fund is allocated to the directorate.
- 30. Children's Services* *Forecast overspend £6.765m (6.3%)*
31. The forecast overspend for the service is £6.765m at quarter 3, an increase of £0.778m since the quarter 2 report.
32. The forecast overspend is mainly due to higher expenditure on Looked After Children (LAC) in independent sector placements. The forecast overspend on these areas is £11.224m based on a stand still position. This is an increase of £0.308m since the quarter 2 report.
33. The number of LAC has seen steep and significant increases, from 1,125 in January 2019 to a high in September 2019 of 1,257. The latest position now stands at 1,235. It is hoped that this is now a stabilised position to enable the ambitious LAC reduction targets recently proposed by Children's Services to be achieved by the year end.

Appendix 2 – Quarter 3 Finance Report

34. There is continued use of agency staff in both East and West Case Managements Teams, which results in a forecast overspend of £0.437m. The adoption service is currently placing more children out of county and has a forecast overspend of £0.370m. The Fostering Service continues to face increasing pressure with a forecast overspend of £0.651m, of which £0.220m is staffing, mostly relating to not delivering savings around assumed vacancy levels, and £0.431m relates to increased spending on allowance payments, in particular, Special Guardianship Order allowances.
35. Partnership and Development is forecast to overspend by £0.387m. This includes partially undelivered MTFS savings following delays in the restructuring process and use of agency staff and overtime.
36. There is a forecast overspend of £0.549m within Safeguarding primary arising through the use of agency staff and the delay in restructuring.
37. Forecast savings of £0.364m are due to staff vacancies across several service areas. Other small forecast savings amount to £0.438m.
38. The £6.051m un-ringfenced grant for Adults' and Children's social care was allocated in its entirety to Children's Services, and this reduces the total forecast overspend from £12.816m to £6.765m.
39. In November, Cabinet approved investment of £8.1m for the continued transformation of the Children and Families system. The benefits arising from this transformation are expected to significantly reduce the overspending in the medium term as the service implements a Restorative Practice methodology. The investment is included in the 2020/21 MTFS but recognised that some spend will occur in 2019/20.
40. *Education Services* *Forecast overspend £1.500m (6.2%)*
41. The forecast overspend is mainly as a result of an increase in pressure in the home to school transport costs.
42. The latest forecast for SEND transport is an overspend of £1.5m as demand for transport is increasingly outstripping supply. While there is little change in the overall numbers of pupils being transported, 1 in 4 are new starters from September and it has not been possible to design cost effective routes for groups of pupils quickly. There has been a greater move of pupils towards

Appendix 2 – Quarter 3 Finance Report

single occupancy taxis in an attempt to manage more effectively any disruptive behaviour. The average cost per pupil per day has also risen well in excess of inflation and further work is ongoing to look at the potential reasons behind this.

43. There is a forecast saving of £0.2m from staff vacancies in the education commissioning service and an increased forecast saving for the Pensions budget of £0.3m, both of which have been used to offset the SEND Assessment Team £0.5m MTFS saving in year which remain undelivered.
44. The SEND services within Education continue to face recruitment and retention difficulties giving rise to a significant vacancy level and salary forecast saving, most notably within Educational Psychology. This is severely impacting service delivery and temporary, but more expensive, locum support has been commissioned to ensure the Council continues to meet its statutory commitments. This has led to a forecast overspend in this area of £0.2m. However, due to over achievement of income across the rest of the service together with other forecast savings, this will be mitigated in 2019/20, but will need to be incorporated in future plans for the service.
45. *SEND High Needs Block (Dedicated Schools Grant, Non-SCC)*
46. The High Needs Block is currently forecast to overspend by £5.5m – a significant increase of £3m from the position at quarter 2. This includes a transfer of 0.5% from the Schools Block of £2.4m, as approved by the Secretary of State, without which the overspend would be even higher.
47. There has been a 20% increase in the number of children at Independent Special Schools compared to last year and also higher than expected costs for these placements. This is higher than previously forecast at an additional cost of £2m. Pupil Referral Units (PRU) have also had growth resulting in an additional forecast overspend of £0.4m, and an increase in the number of placements at Special Schools and Academies is forecasts to cost an additional £0.5m.
48. This year the overspend can be met from the DSG reserve. However, this will not be the case in future years as the reserve will be all but deplete making it difficult to manage future budget pressures. While the SEND transformation programme is expected to manage this underlying pressure in the medium term, it is unlikely that this will deliver the necessary savings in the short term. Accordingly, the Council has requested a further switch from the School's Block

Appendix 2 – Quarter 3 Finance Report

to the High Needs Block in 2020/21 to avoid bringing the overall DSG reserve into deficit which would risk the liability falling upon the Council.

49. The above does not include spending on transformational activities, including the district model roll out, which have been funded from existing resource and SEND Reform Grant. Going forward it is likely that additional investment will be required to support the SEND transformation programme and service stabilisation, the cost of which is currently being assessed.
50. *Culture & Communities* *Forecast overspend £0.126m (2.3%)*
51. There has been a small increase of £11,000 since the quarter 2 report. Libraries remain at a breakeven position.
52. Archives and Heritages are forecast to overspend by £0.126m, which is due to an undelivered MTFs saving relating to restructuring. It is hoped that the bid for Staffordshire History Centre Lottery Funding will be successful and that these savings will be delivered in future years.
- 53. Economy, Infrastructure and Skills** **Forecast saving £2.414m (3.5%)**
54. *Business and Enterprise* *Forecast saving £0.129m (11.3%)*
55. There is increased saving due to additional income from Farms and Planning, savings on legal costs related to Regulation, and on the Minerals and Waste Local Plan. These savings have been partially offset by the increased costs due to restructures, Enterprise Centre repairs, security, waste costs and provision for dilapidations.
56. *Infrastructure and Highways* *Forecast overspend £0.248m (1.0%)*
57. There is a small increase of £2,000 in the forecast overspend since the quarter 2 report.
58. There are forecast overspends on Developments and Improvements of £0.536m due to the additional buy in of resources, £0.207m on winter maintenance, and £0.212m of forecast I+ indirect revenue costs. This forecast overspend are being offset by forecast one off savings on vacancies and additional income in other areas.

Appendix 2 – Quarter 3 Finance Report

59. On Street Parking, there are new scheme implementation delays and other MTFS savings not being achieved in this financial year, however these have been mitigated through other savings within the service.
60. *Transport, Connectivity and Waste* *Forecast saving £2.364m (6.0%)*
61. There is an increase in the forecast saving of £0.464m from the quarter 2 report.
62. This position is mainly due to forecast savings on Waste Management of £1.5m and Concessionary Fares of £0.750m. This represents an over achievement of existing MTFS savings and an early delivery of future MTFS savings due to robust contract management of the waste and transport contracts and concessionary travel claims. It is important however to note that waste management and concessionary travel is demand led and variations should be expected in year.
- 63. Corporate Services** **Forecast saving £0.280m (0.8%)**
64. The forecast saving has increased by £0.224m since the quarter 2 report. This position assumes that savings of £72,000 will be delivered against the annual leave purchase scheme. There are also forecast savings included for BEST following a restructure, vacant posts for Audit, ACFS and Welfare Benefits, and reduced overspend on Digital and the roll out of O365.
65. There are some forecast overspends within Legal Services as a result of using Locums and DOLs Staff, and for redundancy payments.
- 66. Centrally Controlled**
67. There is a forecast overspend of £1m for centrally controlled budgets, this is due to the delay in the rental of Staffordshire Place 2 and reduction in savings identified for property rationalisation.
- 68. Insurance Contract Renewal**
69. The County Council's insurance contracts are due for renewal on 1st May 2020 with the main property insurances currently being tendered. The intention is to award the contract for three years initially and assess the insurance market

Appendix 2 – Quarter 3 Finance Report

position after this point. To ensure optimum self-insured levels we will be seeking quotations based on the current £250,000 excess and alternative £500,000 excess.

70. The liability insurance renewal while not subject to tender in 2020/21, is subject to annual review with insurers and given the shortage of insurers wishing to provide cover may result in the excess being increased from £250,000 to £500,000.

71. Capital Forecast

72. Appendix 5 compares the latest capital forecast outturn of £123.0m, a decrease from the quarter 2 position of £126.1m. The key reasons for this decrease of £3.0m are set out in the following paragraphs.

73. Health and Care **Forecast spend £1.427m**

74. There has been a reduction in the forecast spend of £0.942m since the quarter 2 report. This is due to reprofiling of the Care Director budget by £0.459m, Dementia Centre of Excellence by £0.201m and Hillfield House Nursing Care refurbishment of £0.752m into 2020/21.

75. There has been the introduction of two new schemes, Histon Hill and Rowley Hall Nursing Homes with a forecast spend in year of £0.470m.

76. Families and Communities **Forecast spend £26.846m**

77. *Maintained Schools* *Forecast Spend £25.788m*

78. There has been an increase in forecast spend of £0.962m since the quarter 2 report. Several new Developer Funded projects have been introduced with a forecast spend of £1.528m. There have also been reductions in forecast spend including £0.550m due to rephasing of Schools Capital Allocations into 2020/21.

79. Economy, Infrastructure and Skills **Forecast spend £87.524m**

80. *Economic Planning & Future Prosperity* *Forecast spend £10.139m*

Appendix 2 – Quarter 3 Finance Report

81. There has been a reduction in forecast spend of £2.650m since the quarter 2 report. This is due to adjustments of £0.923m to the Superfast Broadband works, which are now being funded directly by BT gain share, reprofiling of i54 Western Extension project of £0.188m, Forward Programme of £0.179m, residual A50 costs of £1.5m and the reduction of the Branston Lock estimate by £0.301m.
82. *Highways Schemes* *Forecast spend £77.385m*
83. There has been an increase in forecast spend of £3.304m since the quarter 2 report. This is due to the refining of budget estimates across multiple projects in addition to a number of new Developer Funded schemes.
- 84. Finance and Resources & ICT** **Forecast spend £1.890m**
85. There has been a small increase of £16,000 since the quarter 2 report due to the net effect of the introduction of the new Libraries Public Access Device refresh project of £0.261m and the reprofiling of the Exchange Refresh project of £0.245m into 2020/21.
- 86. Property** **Forecast spend £3.612m**
87. There has been a reduction of £3.081m since the quarter 2 report, which is due to the rephasing of £3.099m forecast spend for Greenwood House into 2020/21. This has been offset by a small increase in the forecast for the SP2 > SP1 relocation project of £18,000.
- 88. Financial Health**
89. Appendix 6 provides a forecast outturn performance against the key Financial Health Indicators approved as part of the 2019/20 budget setting process.
90. There have been 99.99% of invoices paid within 30 days of receiving them at the end of quarter 2, exceeding the financial health indicator target.
91. The estimated level of outstanding sundry debt over 6 months old is £20.689m, this is over the target of £14.7m by £5.989m. This is also an increase of £3.499m since the quarter 2 report. The debt recovery process involves chasing by a range of methods with the eventual escalation to the external

Appendix 2 – Quarter 3 Finance Report

collection agent or to Legal for the possibility of a court decision to recover the debt.

92. Within the debt figure for CCG's and NHS bodies the Council has considerable debts of £6.903m outstanding from Staffordshire CCGs of which £6.1m relates to previous years. This is much improved from last year, when the position was an outstanding debt of £14.6m, with only £6.1m of this still remaining. This has been escalated to senior management within the CCGs to give them the opportunity to take action to resolve this urgently before standard debt recovery processes are initiated.
93. In addition, there have been a number of amendments required to systems and processes to prevent a repeat of this situation. These changes have taken longer than expected and as a result the position regarding the 2019/20 debt has worsened again as it now includes debts over 6 months arising in relation to invoices raised in the current financial year. The table below shows the current Top 5 CCG Debtors:

Customer Balances Outstanding – Staffordshire CCGs

Stafford and Surrounds CCG	£2.496m
Stoke on Trent CCG	£1.603m
North Staffordshire CCG	£1.135m
South East Staffordshire CCG	£1.039m
East Staffordshire CCG	£0.428m
Total	£6.702m

*there are two further CCGs outside of the Top 5 with debts which bring the total outstanding to £6.903m as mentioned in paragraph 92.

94. Client debt now stands at £8.209m, a new working group has been established to look at why clients are not paying debts and to implement ways to avoid clients getting into debt in the first instance.

Appendix 2 – Quarter 3 Finance Report

Debtor Type	30/09/2019 £m	31/12/2019 £m	Inc. / (Dec) £m
Health Bodies & CCGs	6.097	7.542	1.445
Other Govt. and Public Bodies	1.390	1.773	0.383
Other General Debtors (Individuals & Commercial)	3.327	3.165	(0.162)
Health & Care Client Debt	6.376	8.209	1.833
TOTAL	17.190	20.689	3.499

Appendix 3 – Corporate Checklist

Equalities implications:

Through the delivery of county council business plans, service delivery is increasingly reflecting the diverse needs of our various communities.

Legal implications:

There are no legal implications arising from this report.

Resource and Value for money implications:

The resource and Value for money implications are set out in the report.

Risk implications:

The risk implications concern the robustness of the forecast outturn which may change owing to pressures on services with a consequent effect on county council functions being able to keep within budgets and a potential call on balances.

Climate Change implications:

Staffordshire's communities are places where people and organisations proactively tackle climate change, gaining financial benefit and reducing carbon emissions' is one of the county council's priority outcomes. Through the monitoring and management of this outcome; climate change and carbon emissions are being addressed in an active manner.

Health Impact Assessment and Community Impact Assessment screening:

Not required for this report.

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Revenue Forecast Outturn 2019/20









	Revised Budget Qtr 3 £m	Forecast Outturn £m	Variation £m
<u>Health and Care</u>			
Public Health & Prevention	(5.704)	(5.704)	0.000
Adult Social Care & Safeguarding	38.227	37.144	(1.083)
Care Commissioning	174.172	174.260	0.088
Specific Grant Allocation	(1.570)	(1.570)	0.000
Exit and Transition Fund	0.000	0.000	0.000
Health and Care Total	205.125	204.130	(0.995)
<u>Families and Communities</u>			
<i>Children's Services</i>	<i>101.456</i>	<i>114.272</i>	<i>12.816</i>
<i>Social Care Contingency</i>	<i>6.051</i>	<i>0.000</i>	<i>(6.051)</i>
Total Children's Services	107.507	114.272	6.765
Children's Public Health	(4.546)	(4.546)	0.000
Education Services	24.285	25.785	1.500
Culture and Communities	5.417	5.543	0.126
Rural	2.046	2.046	0.000
Community Safety	8.108	8.125	0.017
Specific Grant Allocation	(1.710)	(1.710)	0.000
Exit and Transition Fund	0.000	(1.360)	(1.360)
Families and Communities Total	141.107	148.155	7.048
<u>Economy, Infrastructure and Skills</u>			
Business & Enterprise	1.144	1.015	(0.129)
Infrastructure & Highways	25.518	25.766	0.248
Transport, Connectivity & Waste	39.228	36.864	(2.364)
Skills	2.312	2.248	(0.064)
EI&S Business Support	1.064	0.959	(0.105)
Specific Grant Allocation	0.000	0.000	0.000
Exit and Transition Fund	0.000	0.000	0.000
Economy, Infrastructure and Skills Total	69.266	66.852	(2.414)
Corporate Services	34.125	34.776	0.650
Exit and Transition Fund	0.000	(0.930)	(0.930)
Corporate Services Total	34.125	33.846	(0.280)
Traded Services	(1.649)	(1.649)	0.000
TOTAL PORTFOLIO BUDGETS	447.974	451.334	3.360
<u>Centrally Controlled Items</u>			
Interest on Balances & Debt Charges	34.675	34.675	0.000
Pooled Buildings and Insurances	11.532	12.532	1.000
Trading Services Reserves	0.000	0.000	0.000
Contingency Position	4.000	4.000	0.000
TOTAL FORECAST OVERSPEND	498.181	502.541	4.360

CAPITAL PROGRAMME 2019/20

	<u>2nd Quarter Budget</u>	<u>Enhancements to Programme</u>	<u>3rd Quarter Budget</u>
	£m	£m	£m
Health and Care			
Care and Independence	2.369	(0.942)	1.427
Health and Care Total	2.369	(0.942)	1.427
Families and Communities			
Maintained Schools	24.826	0.962	25.788
Academy Conversion Residual	0.027	0.000	0.027
Rural County (Countryside)	0.150	(0.038)	0.112
Vulnerable Children's Projects	0.456	(0.456)	0.000
Tourism and Culture	0.934	(0.015)	0.919
Families and Communities Total	26.393	0.453	26.846
Economy, Infrastructure and Skills			
Economic Planning & Future Prosperity	12.789	(2.650)	10.139
Highways Schemes	74.081	3.304	77.385
Waste & Sustainability Projects	0.125	(0.125)	0.000
Economy, Infrastructure and Skills Total	86.995	0.529	87.524
Trading Services - County Fleet Care	1.700	0.000	1.700
Finance, Resources & ICT	1.874	0.016	1.890
Property	6.693	(3.081)	3.612
Corporate Leased Equipment	0.050	0.000	0.050
Total	126.074	(3.025)	123.049

Financial Health Indicators 2019/20

Appendix 6

Indicator	Current Performance	
<p><u>Debtors</u> Level of outstanding general debtors more than 6 months old does not exceed £14.7m (Current Performance – £20.689m)</p>		
<p><u>Payments to suppliers</u> At least 90% of invoices have been paid within 30 days of us receiving them during the last quarter (Current Performance – 99.99%)</p>		
<p><u>Monitoring</u> Quarterly financial monitoring reports have been issued to Cabinet during the last 12 months</p> <p>The council's most recent revenue outturn forecast did not vary by more than +/-2% when compared to the overall revenue budget</p> <p>Monthly monitoring reports of progress against MTFS savings have been produced for the Senior Leadership Team during the last 12 months</p>	<div style="display: flex; flex-direction: column; align-items: center; justify-content: center;">    </div>	
 Indicator not met	 Indicator not met by small margin	 Indicator met

Cabinet – 19 February 2020

Decisions Taken by Cabinet Members under Delegated Powers

Recommendation of the Leader of the Council

1. That the decisions taken by Cabinet Members under delegated powers, as detailed in paragraph 3 below, be noted.

Report of the Director of Corporate Services

Reasons for Recommendations

2. To inform Cabinet of recent decisions taken by Cabinet Members under delegated powers.

Background

3. Cabinet are requested to note the following decisions taken by Cabinet Members under delegated powers:

Cabinet Member	Decision
Cabinet Member for Learning and Employability	In approving that Staffordshire County Council undertakes a public consultation on the proposed expansion of Coton Green Primary School, Tamworth
Cabinet Member for Children and Young People	In approving the award of the contract (and subsequent mobilisation and service commencement from the 1 April 2020) for the children and young people's emotional health and wellbeing provision.
Cabinet Member for Economic Growth	In approving formalising working arrangements with London and Continental Railways and Stafford Borough Council by the signing of a Collaboration Agreement (also including Network Rail) and associated Task Agreement between the parties to progress the Stafford Station Gateway Project.
Leader of the Council	In approving the acceptance of the offer from Lidl in respect of the sale of land at Power Station Road, Rugeley.

Report author:

Author's Name: Mike Bradbury
 Telephone No: (01785) 276133

List of Background Papers - Cabinet Members Delegated Decision Nos. 495 - 498.

FORWARD PLAN OF KEY DECISIONS

Period: 18 March 2020 - 15 July 2020

The Forward Plan of Key Decisions is prepared on a monthly basis and published at least 28 days before the start of the period covered.

“Key Decisions” are defined as those Executive decisions which are likely:

- (a) to result in the County Council incurring expenditure which is, or the making of savings which are, significant having regard to the relevant budget for the service or function to which the decision relates; or
- (b) to be significant in terms of its effects on communities living or working in an area comprising two or more electoral divisions in the County’s area.

The Forward Plan will contain **ALL** matters which the Leader of the Council has reason to believe will be the subject of a Key Decision to be taken by the Cabinet. It may also include decisions that are not key decisions but are intended to be determined by the Cabinet. Part of the Cabinet meetings listed in this Forward Plan may be held in private where a report for the meeting contains exempt information under Part 1 of Schedule 12A to the Local Government (Access to Information) Act 1985 (as amended) and that the public interest in withholding the information outweighs the public interest in disclosing it. If you would like to make representations about any particular decision to be conducted in private then please email: michael.bradbury@staffordshire.gov.uk. Such representations must be received in advance 6 clear working days before the date on which the decision is scheduled to be taken.

The Membership of the Cabinet consists of:

Leader of the County Council – Philip Atkins
Deputy Leader and Cabinet Member for Health, Care and Wellbeing – Alan White
Cabinet Member for Finance – Mike Sutherland
Cabinet Member for Children and Young People – Mark Sutton
Cabinet Member for Economic Growth – Mark Winnington
Cabinet Member for Commercial – Mark Deaville
Cabinet Member for Communities – Gill Heath
Cabinet Member for Highways and Transport – Helen Fisher
Cabinet Member for Learning and Employability – Philip White

A copy of the Forward Plan of Key Decisions may be inspected, free of charge, at the Member and Democratic Services office, County Buildings, Martin Street, Stafford, during normal office hours Monday to Friday. A copy of the notice will also be available on Staffordshire County Council’s Website at www.staffordshire.gov.uk.

Documents submitted for decision will be a formal report which will be available on the County Council’s website at least 5 clear working days before the date the decision is to be made, unless that report is subject to any prohibition or restriction on its disclosure. Other relevant background documents used in compiling the report will also be made available in the same way unless they are subject to any prohibition or restriction on their disclosure.

Minutes of Cabinet meetings will be published within three working days and will be subject to call-in. The call-in period lasts for three working days. If the decision is not called-in it will be implemented on the fourth working day. Special urgency items are exempt from call-in.

John Tradewell
Director of Corporate Services

Contact Officer: Mike Bradbury (01785) 276133

Forward Plan of Key Decisions
Period: 18 March 2020 - 15 July 2020

NOTE:

- (1) The Forward Plan of Key Decisions sets out all Key Decisions intended to be made by Cabinet during the above period.
- (2) The Cabinet date can be provisional and items may move/roll forward to another meeting date but this will be monitored.
- (3) Items should remain on the Notice until a decision is made by Cabinet or is formally removed.
- (4) Where there is an intention to make a decision in private the exemption paragraph relied upon will be included within this notice

Anticipated Date of Decision	Public or Private Decision	Title and Description	Background Documents	Consultation	Contact Officer
March 2020	Public	<p>Contract for the Managed Services for the Provision of Temporary & Interim Human Resources (Philip White)</p> <p>The objective of the report is to establish approval for the contract award Comensura for the the Managed Services for the Provision of Temporary</p>		N/A	<p>Sarah Getley (Tel: 01785 854265)</p> <p>Service Area: Human Resources</p>
March 2020	Public	<p>Staffordshire Autism Joint Implementation Plan 2020-2023 (Mark Sutton, Alan White)</p> <p>The Whole Life Disability Strategy 2018-2023 set out the Council’s vision for people with disabilities and commitment to implement a series of Plans to improve services. The Staffordshire Autism Joint Implementation Plan 2020-2023 is one of these Plans. The Plan is joint between the Council and the Clinical Commissioning Groups and covers both Children & Young People and Adults and has been based on the 15 “I Statements” from within the national Autism Strategy.</p>		The Council and CCGs have engaged with professionals, providers and people with lived experience of Autism in producing this Plan	<p>Andrew Jepps (Tel: 01785 278557)</p> <p>Service Area: Adult Social Care and Health and Families and Communities</p>

Anticipated Date of Decision	Public or Private Decision	Title and Description	Background Documents	Consultation	Contact Officer
March 2020	Public	<p>Award of the Construction Projects Framework Agreement (REF IA1585) (Mark Deville)</p> <p>Staffordshire County Council are to commence procurement of its multi-provider Framework Agreement split into separate lots to capture both traditional and modular construction-build techniques. This framework is a recurrent procurement procured every 3 years with the next commencement of the agreement around 1st December 2020. This will provide continuity with the end of the existing Framework. The term of the new Framework will be for a maximum of 4 years. Strategic Property anticipate that the Staffordshire County Council spend over the 4-year term will be approximately £80 million. The procurement will allow for additional spend to account for both flexibility in the Council estimates and an allowance for other public sector partners to access the Framework. The Framework will be used predominantly to deliver new school builds, major refurbishments, and construction of the corporate estate. A Cabinet decision is sought to approve a delegated decision to a Senior Leadership Team Officer for the initial appointments to the Framework and any relevant call-off contract awards thereafter.</p>		N/A	<p>Ian Turner (Tel: 01785 277228) Service Area: Strategic Property</p>

Anticipated Date of Decision	Public or Private Decision	Title and Description	Background Documents	Consultation	Contact Officer
April 2020	Public	<p>Integrated Performance Report 2019/20 - Quarter 4 (Cabinet Member for Finance (Mike Sutherland), Leader of the Council (Philip Atkins, OBE))</p> <p>This Quarterly Integrated Performance Report provides an overview of Staffordshire County Council's progress, performance and financial position in delivering against our Strategic Plan.</p>		N/A	<p>Andrew Donaldson, Rob Salmon (Tel: 01785 278399, Tel: (01785) 27 6354)</p> <p>Service Area: Corporate Services</p>
April 2020	Public	<p>Expansion of Coton Green Primary School, Tamworth (Philip White)</p> <p>Cabinet are asked to grant approval to publish a Statutory Proposal to provide additional capacity at Coton Green Primary School for 105 additional places needed as a requirement from new housing in the local area.</p>		Members of the Public	<p>Andrew Marsden (Tel: 01785 278787)</p> <p>Service Area: School Organisation</p>
April 2020	Public	<p>Construction Contract Award: i54 Western Extension - Phase 2 (Mark Winnington)</p> <p>Construction contract award for i54 Western Extension Phase 2 (Earthworks and building platoons)</p>		N/A	<p>James Bailey (Tel: 01785 27 6591)</p> <p>Service Area: Highways and the Built County</p>
April 2020	Public	<p>Children's and Families (including SEND) System Transformation – Update (Mark Sutton, Philip White)</p> <p>Plans and progress to deliver Phase 2 of the whole Children and Families System Transformation, (described in Cabinet Paper 20 November 2019) including details of the progress against the business case, a proposed district model, the SEND Written</p>		N/A	<p>Janene Cox (Tel: (01785) 278368)</p> <p>Service Area: Children's Services and SEND</p>

Anticipated Date of Decision	Public or Private Decision	Title and Description	Background Documents	Consultation	Contact Officer
		Statement of Action (WSoA) and the functional arrangement which will provide and deliver support to Staffordshire's Children, Young People and Families as appropriate.			
April 2020	Public	Schools Capital Programme 2020-21 (Philip White) Statement of Priorities and Programmes of Work for 2020-2021		N/A	Ian Turner (Tel: 01785 277228) Service Area: Strategic Property
April 2020	Public	Executive Responses to All Party Working Groups Recommendations on Isolation and Aspiration (Philip Atkins, OBE) Executive Responses to be acknowledged and considered for All Party Working Groups recommendations on Isolation and Aspiration.		N/A	Andrew Donaldson (Tel: 01785 278399) Service Area: Corporate Services
April 2020	Public	Highways and Transport Capital Programme 2020/21 (Helen Fisher) Approval of the 2020/21 Highways and Transport Capital (maintenance and improvements) work programme.		None at this stage. Consultations were carried out at the stage of developing the overarching strategies that inform this annual delivery programme.	James Bailey (Tel: 01785 27 6591) Service Area: Highways and the Built County
April 2020	Private	South Staffordshire Growth Agreement - Project Update (Mark Winnington) To update Cabinet on progress in bringing forward projects identified in the South Staffordshire Growth Agreement.	Full CIA for South Staffordshire Growth Agreement - Project Update	N/A	Anthony Hodge (Tel: 01785 277204) Service Area: Business and Enterprise

Anticipated Date of Decision	Public or Private Decision	Title and Description	Background Documents	Consultation	Contact Officer
May 2020	Public	<p>North Staffordshire Ministerial Direction for Nitrogen Dioxide - Project Update (Helen Fisher)</p> <p>Officers from Newcastle Borough Council, Stoke City Council and Staffordshire County Council (SCC) are jointly working under a ministerial direction. to improve transport related air pollution in North Staffordshire. DEFRA have advised that nitrogen dioxide emissions must be brought within EU levels of compliance in the shortest possible time. The program to deliver the business case that will finance remedial transport interventions has been reviewed and refreshed. SCC Cabinet are asked to approve it.</p>		N/A	<p>Clive Thomson (Tel: 01785 276522)</p> <p>Service Area: Connected and Sustainable County</p>
May 2020	Private	<p>Waste Disposal Arrangements in the North of Staffordshire from 2025 (Mark Deaville, Gill Heath)</p> <p>Options for the future involvement of SCC with the project to replace SOTCC Hanford ERF plant, to ensure capacity is available to SCC for the disposal of its waste into the future.</p>		None	<p>Clive Thomson (Tel: 01785 276522)</p> <p>Service Area: Sustainability and Waste Management</p>
June 2020	Public	<p>Mitigation Plans for Cannock Chase Special Area of Conservation (Mark Winnington)</p> <p>To consider proposals to mitigate the impacts of increased visitor numbers to Cannock Chase Special Area of Conservation, including changes to visitor infrastructure at the Council-owned country park such as car</p>		N/A	<p>Janene Cox (Tel: (01785) 278368)</p> <p>Service Area: Rural County</p>

Anticipated Date of Decision	Public or Private Decision	Title and Description	Background Documents	Consultation	Contact Officer
		parking and site infrastructure.			
June 2020	Private	<p>Nexus Trading Services Limited - Annual Report 2019/2020 (Mark Deaville, Mark Winnington)</p> <p>A) Giving details of the Company's (i) performance against annual objectives and; (ii) key achievements for the year:</p> <p>B) Communicating their vision and values going forward and;</p> <p>C) Setting out a proposed business case for the use of profits to the County Council as sole share-owner.</p>		N/A	<p>Dr Richard Harling, Helen Riley (Tel: 01785 278700, Tel: 01785 27 8580)</p> <p>Service Area: Health and Care</p>

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