

Cabinet

Wednesday 18 November 2020

10:00

Virtual Meeting via Microsoft Teams

NB. Attendance by the public and press is via webcast only which can be viewed here - <https://staffordshire.public-i.tv/core/portal/home>

John Tradewell
Director of Corporate Services
10 November 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 21 October 2020** (Pages 1 - 8)
4. **Leader's Update**

Oral report of the Leader of the Council
5. **Minutes of the meeting of the Property Sub-Committee held on 4 November 2020** (Pages 9 - 10)
6. **Update from COVID-19 Member Led Local Outbreak Control Board** (Pages 11 - 12)
7. **Adult Learning Disability 2022 Community Offer: Update on Learning Disability Services Directly Provided by Staffordshire County Council** (Pages 13 - 34)

Cabinet Member for Health, Care and Wellbeing
8. **Support Provided to Business Start-ups in Staffordshire** (Pages 35 - 42)

Deputy Leader and Cabinet Member for Economy and Skills
9. **Half Yearly Treasury Management Report for the Period Ended 30 September 2020** (Pages 43 - 56)

Cabinet Member for Finance and Corporate Matters
10. **Decisions taken by Cabinet Members under Delegated Powers** (Pages 57 - 58)

11. **Forward Plan of Key Decisions**

(Pages 59 - 68)

12. **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)

13. **Children and Families System Transformation Part 2 - Progress Update**

(Pages 69 - 134)

(Exemption paragraph 3)

Cabinet Member for Children and Young People and Cabinet Member for Education (and SEND)

Membership

Alan White (Chairman)	Jonathan Price
Mark Deaville	Charlotte Atkins
Mark Sutton	Johnny McMahon
Mike Sutherland	David Williams
Philip White	Victoria Wilson
Gill Burnett	Julia Jessel

Note for Members of the Press and Public

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DECISION NOTICE

Cabinet Meeting - 21 October 2020

Present: Mark Deaville, Julia Jessel, Johnny McMahon, Jonathan Price, Mike Sutherland, Mark Sutton, Alan White (Chairman), Philip White, David Williams and Victoria Wilson.

Cabinet Support Member in attendance - Gill Burnett

Also in attendance - Charlotte Atkins

PART ONE

30. Decision notice of the meeting held on 16 September 2020

Decision – That the notes of the meeting held on 16 September 2020 be approved.

31. Leader's Update

Decision – That the oral report of the Leader of the Council giving an update on a range of issues including the rapid increase in the number of Covid-19 cases in Staffordshire, along with the rest of the country; the need for Staffordshire people to look after their own physical and mental wellbeing including getting their flu jab if they are eligible; the launch of #talksuicide information on the Council's website and social media channels; the launch of "Together4Children", an exciting new partnership to speed up adoptions for vulnerable children; the commencement of a six-month action plan which includes changes that make climate change central to the Council's day-to-day thinking; and the launch of a new Community Climate Action Fund for people to apply to for grant funding of up to £1,000 to support projects in their communities; be noted.

32. Minutes of the meeting of the Property Sub-Committee held on 7 October 2020


Decision – That the minutes of the meeting of the Property Sub-Committee held on 7 October 2020 be received.

33. Update from COVID-19 Member Led Local Outbreak Control Board

Reasons for the Decision – To consider an update from the COVID-19 Member Led Local Outbreak Control Board including the Council's response to outbreaks in Newcastle-under-Lyme, due in part to an outbreak at Keele University, as well as in Stafford, due in part to an outbreak at HMP Stafford, and in South Staffordshire; and issues about the difficulties some people were experiencing in booking a test.

Decision – That the report be received.

34. Impact of COVID-19 on SCC Communities, Economy and Organisation - October 2020 Update

	<p>“Throughout this pandemic, the people of Staffordshire have pulled together to help keep people safe, protect the vulnerable and support one another.</p> <p>With Covid-19 now tightening its grip once again and cases rising rapidly across Staffordshire, we must redouble our efforts and remain resilient.</p> <p>It is important that while focusing on the resurgence of Covid-19 that we don't lose sight of what we have achieved and what we want to achieve going forward”.</p> <p>Alan White, Leader of the Council</p>
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Reasons for the Decision – To consider the approach that the County Council will take to its planning and recovery from the COVID-19 pandemic; the learning taken from the response phase; and the high level priorities for recovery across the Council together with the progress against these.


Decision – (a) That the impact of COVID-19 on Staffordshire since June 2020 be noted.


(b) That the approach being taken to resetting the Corporate Strategy be noted and endorsed.

(c) That the progress made towards the high-level priorities and plans from each recovery area be noted.

(d) That the approach to the County Council's management of the Recovery process moving forward be endorsed.

35. Integrated Performance Report 2020-21 - Quarter 2

	<p>“Throughout the pandemic we have continued to support those who need us most, including the care sector, vulnerable families and local businesses.</p> <p>We continue to support the care sector and frontline workers and up to now have distributed over four million items of PPE. This has helped ensure every care home and care provider in Staffordshire has what it needs to care for the most vulnerable.</p> <p>We continue our efforts to control the spread of the virus. Our COVID-19 Local Outbreak Control Plan continues to help manage local outbreaks and preparations for winter planning are ongoing, with additional capacity being</p>
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	<p>secured to deal with the increase in extra cases.</p> <p>We will continue to do what we can and spend what is needed to control the virus, but we still need longer-term help from the Government to face issues such as funding adult social care and children’s and family services. We need the Government to work with us in finding a long-term sustainable solution.</p> <p>We have a huge amount of work to do to control Coronavirus and deal with the immediate economic and social consequences of this Spring’s lockdown and the ongoing restrictions on our lives. In the longer term I am confident that we can overcome this, but for now, we must all do our bit and follow the official advice to help reduce the spread of the virus”.</p> <p>Alan White, Leader of the Council</p> <p>“Coping with the Covid-19 pandemic continues to put extra pressures on our finances, but we continue to manage them effectively and we will do what is needed and spend what is required to support those who need it.</p> <p>We are forecasting an overspend of just under £2 million this year, mostly due to the effects of Covid-19. We have already received an extra government grant, which is welcome, but it is still a bit short compared to the overall financial impact this year. The financial impact of the pandemic in future years also remains a serious concern as does the impact on council tax and business rates collection.</p> <p>By keeping our finances in a strong position, we will be able to invest in reigniting and renewing the economy through investment in skills and training and supporting businesses to adjust to a post Covid-19 world. We will continue to manage all our finances effectively and to ensure we provide good value for money for local tax-payers”.</p> <p>Mike Sutherland, Cabinet Member for Finance and Resources</p>
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Reasons for the Decision – To consider an overview of the County Council’s progress, performance and financial position in delivering against its Strategic Plan and Delivery Plan.

Decision – (a) That the report be received.

(b) That the use of £0.384m of Contingency to fund part of the agreed pay award for 2020/21 be approved.

36. Staffordshire Better Care Fund 2020-21 and the Disabled Facilities Grant

	<p>“Providing joined up health and social care for people in their homes or in their local communities remains a key priority for both the county council and NHS partners. The Better Care Fund enables us to fund schemes across Staffordshire that help us to achieve this goal.</p> <p>We have made great progress in areas such as strengthening our Homefirst Reablement services to support people returning home from hospital, and in reducing delays in people returning home from hospital when they are well enough to do so, resulting in an improved quality of life. This is better for our residents and helps to improve the lives of some of the most vulnerable people in our society.”</p> <p>Johnny McMahon, Cabinet Member for Health, Care and Wellbeing</p>
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Reasons for the Decision – To consider Staffordshire Better Care Fund (BCF) performance, 2019-20; BCF Funding for 2020-21; BCF Guidance and Planning for 2020-21; and the transfer of Disabled Facilities Grant funding to Districts.

Decision – (a) the progress of the Staffordshire BCF during 2019-20 be noted.

(b) That the extension of the 2019-20 BCF schemes, as set out in paragraph 17 of the report, be approved.

(c) That the final approval of the Staffordshire BCF Plan for 2020-21 be delegated to the Health and Wellbeing Board Chairs, including the Cabinet Member for Health, Care and Wellbeing.

(d) That the passport of monies received from the Ministry of Housing, Communities and Local Government for the Disability Facility Grant to the district/borough Councils, as set out in table 8 of the report, be agreed and the entering into agreements with the district/borough councils to passport the monies, be approved.

(e) That approval to enter into the section 75 agreements for 2019/2020 and 2020/2021 be delegated to the Director for Health and Care.

37. West Midlands Regional Supported Accommodation Framework Contract

	<p>“The provision of good quality supported accommodation for those leaving the care of a local authority is an important part of a young adult’s transition to independence and a happy, fulfilling adulthood.</p> <p>This long-term arrangement with other councils across the West Midlands gives us the opportunity and flexibility to provide support and stability, usually for around a hundred young people at any one time, while managing the costs in a responsible manner.”</p> <p>Mark Sutton, Cabinet Member for Children and Young People</p>
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Reasons for the Decision – To consider supporting a regional commissioning approach to the procurement of supported accommodation provision across the West Midlands to support children in care in their transition to independence.

Decision – (a) That it be agreed that Staffordshire County Council should partake with other West Midlands local authorities with responsibilities to “Looked after Children” in creating a Flexible Framework Agreement to ensure that the local authorities involved can meet their responsibilities to provide supported accommodation for young people who are in the process of leaving care; and commissions a West Midlands Regional Supported Accommodation Framework Contract (12th July 2021 to 11th July 2025), with an option to extend for a further 2 years (12th July 2025 to 11th July 2027).

(b) That the proposal that Staffordshire County Council leads the setting up of the Flexible Framework Agreement on behalf of the following West Midland’s local Authorities be supported: Birmingham City Council / Birmingham Children's Trust, City of Stoke-on-Trent Council, City of Wolverhampton Council, Coventry City Council, Dudley Metropolitan Borough Council, Herefordshire Council, Sandwell Children's Trust, Solihull Metropolitan Borough Council, Telford and Wrekin Council Walsall Council Warwickshire County Council, Worcestershire County Council (through Worcestershire Children First).

(c) That the term of the proposed Flexible Framework Agreement (begins on 12 July 2021 and ends on 11 July 2025) be approved, but there be an option to extend the term for a further 2 years (12 July 2025 to 11 July 2027) should there be an operational need.

(d) That authority be delegated to the Deputy Chief Executive and Director for Families and Communities to award contracts and thereafter enter into contracts with providers who successfully apply to be included in the proposed Flexible Framework Agreement.

38. Decisions taken by Cabinet Members under Delegated Powers

Decision – That the following decisions taken by Cabinet Members under delegated powers be noted:

Cabinet Member	Decision
Cabinet Member for Children and Young People	In approving the payment of compensation to a family where, following an investigation by the Local Government & Social Care Ombudsman, the Council have been advised that fault was found, leading to injustice to family

39. Forward Plan of Key Decisions

The Forward Plan of Key Decisions for the period 18 November 2020 to 17 March 2021, which detailed the following issues, was approved:

Subject Matter	Contact
Adult Learning Disability 2022 Community Offer: Update on Learning Disability Services Directly Provided by Staffordshire County Council	Name: Andrew Jepps Tel: (01785) 278557
Children's and Families (including SEND) System Transformation – Update	Name: Janene Cox Tel: (01785) 278368
Mitigation Plans for Cannock Chase Special Area of Conservation	Name: Janene Cox Tel: (01785) 278368
West Midlands Rail Ltd (WMRL) - Governance Evolution	Name: Clive Thomson Tel: (01785) 276522
Strategic Plan and Medium Term Financial Strategy 2021 - 2026	Name: Rachel Spain Tel: (01785) 854455
Communities Principle Update	Name: Janene Cox/ Andrew Donaldson Tel: (01785) 278368/ 278399
SEND Strategy	Name: Julie Day Tel: (01785) 895372
North Staffordshire Ministerial Direction for Nitrogen Dioxide	Name: Clive Thomson Tel: (01785) 276522
Waste Disposal Arrangements in the North of Staffordshire from 2025	Name: Clive Thomson Tel: (01785) 276522
Contract for the Supply of Gas and Associated Services	Name: Ian Turner Tel: (01785) 277228
Integrated Performance Report 2020-21 - Quarter 3	Name: Andrew Donaldson/ Rob Salmon Tel: (01785) 278399/ 276354
Climate Change Action Plan Update	Name: Tim Cooper Tel: (01785) 276204

40. Exclusion of the Public

Decision – 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

41. Eastgate Regeneration

(Exemption paragraph 3)

Reasons for the Decision – To consider the programme budget and funding proposals to progress the required activities.

Decision – That the recommendations contained in the report be agreed.

Alan White
Leader of the County Council

Minutes of the Property Sub-Committee Meeting held on 4 November 2020

Present: Alan White (Chairman)

Mark Deaville
Julia Jessel

Jonathan Price
Philip White (Vice-Chairman)

Also in attendance: Victoria Wilson

PART ONE

294. Declarations of Interest

Councillor Deaville declared a personal interest in item 4.

295. Minutes of the Meeting held on 7 October 2020

RESOLVED – That the minutes of the meeting held on 7 October 2020 be confirmed and signed by the Chairman.

296. Proposed Transfer of Leases to Academies

Proposals were submitted to lease the sites of three Academies to their Trusts for a 125 year period at a peppercorn rental in line with the expectations of the Department for Education for those schools converting to Academy status.

RESOLVED – That approval be given to the grant of 125 year leases at a peppercorn rental, to the three Academies detailed in the schedule to the report.

297. 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.

298. County Farm Holding No. 133, Rodbaston Estate, Penkrige - Proposed Sale (exemption paragraph 3)

Revision of proposal approved by the Property- Sub Committee on 2 September 2020 and 7 October 2020 following withdrawal from the purchase by the original and second purchasers.

Details were submitted of the terms for the proposed sale of Holding No. 133 Rodbaston Estate, Penkrige comprising of semi-detached cottage, buildings and land in all extending to 1.09 acres.

RESOLVED – That approval be given to the sale of Holding No.133, Rodbaston, comprising semi-detached cottage, buildings and land in all extending to 1.09 acres on the terms indicated in the report.

299. Minster Hall, Lichfield - Proposed Sale (exemption paragraph 3)

The Sub-Committee considered the proposed sale of Minster Hall, Dam Street, Lichfield to Lichfield Cathedral School.

RESOLVED – That, subject to the Terms indicated in the report, approval in principle be given for the sale of Minster Hall, Dam Street, Lichfield to Lichfield Cathedral School, subject to the value of the transaction being approved by the Assistant Director of Commercial and Assets.

300. Chasewater Outdoor Education Centre, Chasewater Park, Burntwood (exemption paragraph 3)

Details were submitted for the proposed lease of the Outdoor Education Centre Chasewater Park Pool Lane, Burntwood, WS7 3QY to Peak Activity Services Limited.

The Sub-Committee considered the written submissions from the Local Members, Councillor Fisher and Councillor Woodward and the request for a community use proposal by a local autism support group.

RESOLVED – That, subject to the Terms indicated in the report, approval be given to grant a 20 year lease of the site to Peak Activity Services Limited.

Chairman

Local Members Interest
N/A

Cabinet - Wednesday 18 November 2020

Update from COVID-19 Member Led Local Outbreak Control Board

Introduction

1. We are in the middle of a second national 'lockdown'. The Council continues its efforts to prevent and control the spread of Covid-19. We are also concerned to try and mitigate the impact of the 'lockdown' on vulnerable people, population well-being and businesses.
2. The number of cases of Covid-19 in Staffordshire increased quickly at the end of October and the NHS is feeling the pressure of the rising infections, compounded by staff shortages due to sickness and/or self-isolation. Other public services are also starting to feel the strain of staff absences.
3. The ongoing restrictions are also having a profound effect on physical and mental well-being and the economy. Obesity and poor diet are on the rise, with levels of exercise falling. Many residents are reporting deteriorating mental health. Universal Credit claimants have doubled since the start of the pandemic, and tens of thousands of jobs are 'furloughed'.

Opportunities and challenges

4. The Council continues to manage Incidents in a range of settings, including care providers, schools and workplaces. We have improved the availability of testing, with more NHS Test and Trace facilities available, complemented by a Community Testing team at a range of sites across the county. We are planning to roll out rapid testing. We are also expanding local contact tracing to complement the national system and maximise the number of cases and contacts isolated.
5. The County Council have been supporting the 40,000 Clinically Extremely Vulnerable people during the second 'lockdown'. We are also working with District and Borough Council colleagues to understand how HM Government grants to support local businesses will be distributed.
6. Some significant challenges remain. The virus will continue to circulate for the foreseeable future and we are pressing HM Government for a sustainable strategy that limits spread whilst allowing people their freedoms and maximising health and wealth in the long term. We would also like much greater local discretion over any restrictions that apply to ensure that they are tailored to Staffordshire and acceptable to our residents

List of Background Documents/Appendices:

[COVID-19 Local Outbreak Control Plan](#)

Contact Details

Report Author: Dr Richard Harling
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Cabinet Meeting on Wednesday 18 November 2020

Adult Learning Disability 2022 Community Offer: Update on Learning Disability Services Directly Provided by Staffordshire County Council



Cllr Johnny McMahon, Cabinet Member for Health, Care and Wellbeing said,

“COVID-19 has highlighted the need for our services for adults with learning disabilities to change and adapt. The pandemic has had significant consequences for the way the services operate and has allowed us to innovate and find new ways of supporting people.”

“We need to ensure we can continue to meet the needs of adults with learning disabilities, and that the care we offer is sustainable in the long-term. People don’t want services, they want a life, and we will do everything we can to ensure they are able to access the support they need to fulfil this ambition.”

Report Summary:

Cabinet made a series of decisions about the future of adult learning disability services directly provided by Staffordshire County Council (the “Council”), in September and October 2019, as part of the Adult Learning Disability 2022 Community Offer. Progress was made with implementing these between October 2019 and March 2020. Further progress was not possible due to the advent of the COVID-19 pandemic. The pandemic has had significant consequences for the way that the services operate and has highlighted the limitations of a reliance on building-based services as well as current staffing arrangements.

The Cabinet decisions of last autumn have been reviewed to ensure they will remain appropriate post COVID-19. This has identified an opportunity to develop a single integrated service and extend the range of support offered for people in their homes and communities as well as continuing to provide care for people during the day and overnight, offering people a better experience.

Recommendations

I recommend that Cabinet:

- a. Note the progress with commissioning of supported living services from the independent market to replace the residential service provided by the Council at Greenfields House in Staffordshire Moorlands and the care provided by the Council at Horninglow Bungalows in East Staffordshire;

- b. Note the progress of redevelopment of residential care in Lichfield;
- c. Note the progress of refurbishment of Wilmott drive to provide residential replacement care alongside specialist day opportunities in Newcastle-under-Lyme;
- d. Endorse an options analysis to be undertaken for future provision of residential replacement care in Staffordshire, with results to be presented to Cabinet in the first quarter of 2021;
- e. Approves an extension to the current contractual arrangements for residential replacement care in Cannock and East Staffordshire with the current contracted provider;
- f. Delegates the responsibility to the Director for Health and Social Care to extend the contractual arrangements for the provision of residential replacement care services;
- g. Endorse the potential expansion of specialist day opportunities and residential replacement care to offer a greater range of support for people in their homes and communities as part of a single integrated service, and request a business case is developed and service users, carers and stakeholders are engaged in the co-design of a service model.

Local Members Interest
N/A

Cabinet – Wednesday 18 November 2020

Adult Learning Disability 2022 Community Offer: Update on Learning Disability Services Directly Provided by Staffordshire County Council

Recommendations of the Cabinet Member for Health, Care and Wellbeing

I recommend that Cabinet:

- a. Note the progress with commissioning of supported living services from the independent market to replace the residential service provided by the Council at Greenfields House in Staffordshire Moorlands and the care provided by the Council at Horninglow Bungalows in East Staffordshire;
- b. Note the progress of redevelopment of residential care in Lichfield;
- c. Note the progress of refurbishment of Wilmott drive to provide residential replacement care alongside specialist day opportunities in Newcastle-under-Lyme;
- d. Endorse an options analysis to be undertaken for future provision of residential replacement care in Staffordshire, with results to be presented to Cabinet in the first quarter of 2021;
- e. Approves an extension to the current contractual arrangements for residential replacement care in Cannock and East Staffordshire with the current contracted provider;
- f. Delegates the responsibility to the Director for Health and Social Care to extend the contractual arrangements for the provision of residential replacement care services;
- g. Endorse the potential expansion of specialist day opportunities and residential replacement care to offer a greater range of support for people in their homes and communities as part of a single integrated service, and request a business case is developed and service users, carers and stakeholders are engaged in the co-design of a service model.

Report of the Director of Health and Care

Reasons for Recommendations:

1. Cabinet made a series of decisions about the future of adult learning disability services, both directly provided and commissioned by the County Council, in September and October 2019, as part of the *Adult Learning Disability 2022 Community Offer*.

2. Progress was made with implementing these between October 2019 and March 2020. Further progress was not possible due to the advent of the COVID-19 pandemic. The pandemic has had significant consequences for the way services operate and has helped identify opportunities for how they might operate in the future.
3. The Cabinet decisions of last autumn have been reviewed to ensure they remain appropriate in a post COVID-19 world. Progress and recommendations are set out service by service below.

Community Offer Progress October 2019 – March 2020

Greenfield House and Horninglow Bungalows

4. In September 2019, Cabinet approved the commissioning of supported living services from the independent market to replace the residential service provided by the County Council at Greenfield House in Staffordshire Moorlands and the care provided by the County Council at Horninglow Bungalows in East Staffordshire.
5. Procurement of the two supported living services commenced in January 2020 with tender documents issued to the market. Procurement had to be suspended with the advent of COVID-19 pandemic in March 2020 and was subsequently aborted. Procurement has since recommenced with new documents for both services released for the formal competitive process on 21st October 2020.
6. In September 2019 Cabinet approved the consultation with staff (and recognised Trade Unions) on the proposed changes for Greenfield House and Horninglow Bungalows. This will formally commence once providers are awarded as part of the procurement process detailed in point 5 above. Trade Unions and staff are regularly updated in respect of the progress of the programme.

Residential Care

7. In October 2019, Cabinet approved the continued direct provision of residential care in Lichfield; providing 15 beds for countywide use, as well as in principle the relocation, and subsequent redevelopment, of directly provided residential care in Lichfield to the Scotch Orchard site. This was subject to confirmation of the business case. Cabinet also approved the redevelopment works and delegated authority to the Director for Corporate Services, in consultation with the Cabinet Member for Commercial, to enter into development contracts, subject to final sign-off of the business case by the County Treasurer.
8. In December 2019 conversations were initiated with the Care Quality Commission (CQC) regarding registration of a new residential care service in Lichfield. The CQC were invited to attend Staffordshire to view the services and meet staff and carers in March 2020. However, this was not possible due to COVID-19. A dialogue with the CQC has now been re-initiated to explore registration issues.
9. The assumptions used for the business case were:

- a. Cost of direct provision for people with the most complex needs: £1,460 per week;
 - b. Comparative cost of provision in the independent market: £1,530 per week;
 - c. Capital cost of development: £2.820m;
 - d. Interest rate on borrowing for capital costs: 4.5%; and
 - e. Cost of change: £0.772m.
10. This produced a Net Present Value (NPV) for a new build on the Scotch Orchard site to provide 15 beds of £8.634m over 30 years.
 11. Since the October 2019 Cabinet paper, the estimated capital cost of developing 15 beds on the Scotch Orchard site, has increased from £2.820m to £5.140m. The difference is due to changes in the design proposals, site constraints, increased demolition expenses, and inflation. This has reduced the NPV to £6.358m.
 12. COVID-19 may have further implications impact on design and floorplans of new buildings to ensure they are 'COVID-19 secure' and future-proofed for ongoing infection control requirements. This may increase the floor space required and therefore increase building costs further.
 13. The rationale for relocation and redevelopment of residential care is still relevant: the existing facility is in a poor state of repair and does not offer the best living environment for residents or value for money for taxpayers. Investing in a new development for residential services will support the modernisation of the service and will enable greater use of technology to empower independence for residents and modern working practices for staff. However, the project has been paused pending further analysis of the business case as well as the outcomes of discussions with the CQC.
 14. In October 2019, Cabinet approved consultation with staff and Trade Unions on changes for all adult learning disability services directly provided by the Council, as appropriate. COVID-19 has highlighted the limitations of staffing arrangements due to limited potential for staff cross-cover between services. This makes services vulnerable to staff absence. The intention is to proceed under delegated authority from Cabinet with a review of staffing across all services, including directly provided residential care. This would offer the same high-quality care along with greater flexibility and resilience.

Residential Replacement Care (Respite) – Directly Provided

15. In October 2019, Cabinet approved the continued direct provision of residential replacement care in Newcastle-under-Lyme; providing 10 beds for countywide use, as well as in principle the relocation, and subsequent refurbishment, of directly provided residential replacement care in Newcastle-under-Lyme to Wilmott Drive (alongside the Specialist Day Opportunities Service). This was subject to confirmation of the business case. Cabinet also approved the refurbishment works and delegated authority to the Director for Corporate Services, in consultation with the Cabinet Member for Commercial, to enter refurbishment contracts, subject to final sign-off of the business case by the County Treasurer.

16. In December 2019 conversations were initiated with the CQC about registration of a new facility in Newcastle-under-Lyme providing residential replacement care and Specialist Day Opportunities. The CQC were invited to attend Staffordshire to view the services and meet staff and carers in March 2020. However, this was not possible due to COVID-19. A dialogue with the CQC has now been re-initiated to explore registration issues.
17. The assumptions used for the business case were:
 - a. Cost of direct provision for people with the most complex needs: £1,730 per week;
 - b. Comparative cost of provision in the independent market: £1,750 per week;
 - c. Capital cost of development: £1.600m;
 - d. Interest rate on borrowing for capital costs: 4.5%; and
 - e. Cost of change: £0.275m.
18. This produced an NPV for the refurbishment of Wilmott Drive to provide 10 beds of £3.954m over 30 years.
19. COVID-19 has had a significant impact on the current service at Douglas Road. It was closed for a period between March and August 2020 and since reopening, the requirement for COVID-19 compliance has substantially reduced capacity with only 4 of 13 beds available for use at any one time.
20. Since the October 2019 Cabinet paper, the estimated capital cost of refurbishment of Wilmott Drive has increased from £1.6m to £2.1m. The difference is due to changes in the design proposals, site constraints, and inflation. This has reduced the NPV to £3.453m.
21. COVID-19 may have further implications for design proposals to ensure that they are 'COVID-19 secure' and future-proofed for ongoing infection control requirements. This may increase the floor space required and therefore further increase the capital cost of development
22. COVID-19 has highlighted shortcomings of the Douglas Road facility: the layout makes it difficult to meet the enhanced standards of infection control and limits the introduction of technology. Refurbishment of the Wilmott Drive site remains the preferred option however the project has been paused pending further analysis of the business case and outcomes of discussions with CQC.
23. In October 2019, Cabinet approved consultation with staff and Trade Unions on changes for all adult learning disability services directly provided by the Council, as appropriate. COVID-19 has highlighted the limitations of staffing arrangements due to limited potential for staff cross-cover between services. This makes services vulnerable to staff absence. The intention is to proceed under delegated authority from Cabinet with a review of staffing across all services, including directly provided residential replacement care. This would offer the same high-quality care along with greater flexibility and resilience.

24. This would also offer the potential to extend the range of support offered for people. Wilmot Drive could become a 'hub' for an extended service, offering support for people in their homes and communities as well as care during the day and overnight. This could offer people a better experience than the fragmented services they receive currently. The recommendation is that this concept be explored with development of a business case and engagement with clients and carers.

Residential Replacement Care (Respite) – Externally Commissioned

25. In October 2019, Cabinet approved the commissioning of residential replacement care services in Cannock and East Staffordshire from the independent market and delegated authority to the Director of Health and Care, in consultation with the Cabinet Member for Health, Care and Wellbeing, to award a contract for residential replacement care in Cannock and East Staffordshire following an appropriate competitive procurement process, up to a total value of £4.5m.
26. Commissioning had to be suspended with the advent of COVID-19 pandemic in March 2020. COVID-19 has also had a significant impact on the current services. Requirements for COVID-19 compliance has reduced Woodland View capacity from 10 to 5 beds and Silverbirch capacity from 5 to 2 beds. Due to reduced capacity, Lifeways developed a community outreach service as a COVID-19 response. This secondary offer has been removed in consultation with senior management and Lifeways due to no use to date.
27. In September 2019 Cabinet approved the extension of residential replacement care services with the current provider until 2nd July 2020 to coincide with the expiry of accommodation lease arrangements. As a result of COVID-19, the contract was further extended from 2nd July 2020 to 31st March 2021.
28. Rather than commission as a stand-alone service, there is potential for residential replacement care in Cannock and East Staffordshire to be part of a single integrated service, offering a range of support for people in their homes and communities as well as during the day and overnight in existing and new facilities. The recommendation is that this concept be explored with development of a business case and engagement with clients and carers.
29. To allow time for this the recommendation is to extend contractual arrangements for the provision of residential replacement care services in Cannock and East Staffordshire in accordance with Public Contract Regulations 2015; subject to finalising the terms and conditions with the current commissioned provider. The property sub-committee has approved extension of the County Council's lease of Woodland View from the freeholder and sub-let to the current care provider, as well as the lease of Silverbirch, which is County Council owned, to the current care provider.

Specialist Day Opportunities

30. In September 2019 Cabinet approved a revised service charter for Specialist Day Opportunities and delegated authority to the Cabinet Member for Health, Care and

Wellbeing, in consultation with the Director for Health and Care, to implement any future changes to staffing and accommodation.

31. The services were in the process of review, but this had to be suspended with the advent of Covid-19 pandemic in March 2020. COVID-19 has also had a significant impact on the services. They were closed for a period between March and August 2020 and since reopening, the requirement for COVID-19 compliance has substantially reduced capacity. Five of the six buildings can be made COVID-19 compliant and have reopened but these have limited capacity available due to the enhanced standards of infection control and social distancing requirements. One building remains closed, with clients accessing another service nearby.
32. As an alternative and complement to building based Specialist Day Opportunities the services have developed innovative new ways of supporting people in their own homes and communities. This has included:
 - a. **Home care.** The Council is registered with the Care Quality Commission to deliver home care. This enables the services to offer care in people's homes on demand and reduces reliance on building-based care.
 - b. **Virtual support.** This service has provided people with support via Facebook Portals. This is the same sensory stories and experiences previously provided within the buildings. It has been well received with an average of 6 sessions per week and there seems to be growing demand.
 - c. **Outreach:** The service has taken people into the community for activities. So far this has been mainly walking in open spaces, and we hope this will evolve to include trips to cafes, pubs and other local areas of interest. Service uptake has been increasing each week since July 2020. It has been well received with an average of 45 sessions per week and there seems to be growing demand.
33. In October 2019, Cabinet approved consultation with staff and Trade Unions on changes for all adult learning disability services directly provided by the Council, as appropriate. COVID-19 has highlighted the limitations of staffing arrangements due to limited potential for staff cross-cover between services. This makes services vulnerable to staff absence. The intention is to recommence the review of Specialist Day Opportunities and proceed under delegated authority from Cabinet with a review of staffing across all services, including directly provided Specialist Day Opportunities. This would offer the same high-quality care along with greater flexibility and resilience.
34. This would offer the potential to extend the range of support offered for people. Some of the Specialist Day Opportunities buildings could become 'hubs' for an extended service, offering support for people in their homes and communities as well as care during the day and overnight. The recommendation is that this concept be explored with development of a business case and engagement with clients and carers.

A Single Integrated Service

35. The Council's directly provided services aim to provide high quality care that support adults for learning disabilities and complex needs to remain at home, maximise their independence and lead a meaningful life. This is in line with the Care Act 2014 and the Council's *Whole-Life Disability Strategy 2018-2023*.
36. There are 189 people with learning disabilities and complex needs who receive a range of support to help them live at home:
 - a. 63 people attend directly provided residential replacement care in Newcastle-under-Lyme, of whom 15 also attend Specialist Day Opportunities, and 41 have other County Council funded services such as home care.
 - b. 98 people attend externally commissioned residential replacement care at Woodland View or Silverbirch, of whom 13 also attend Specialist Day Opportunities, and 81 have other County Council funded services such as home care.
 - c. 56 people attend directly provided Specialist Day Opportunities of whom 15 also attend residential replacement care in Newcastle-under-Lyme, 13 also attend residential replacement care at Woodland View or Silverbirch, and 22 also have other County Council funded services.
37. This means that many people receive multiple services: 145 receive two services and 9 receive three services. Currently there is little communication or cooperation between these services.
38. Adult learning disability services directly provided by the Council are largely reliant on building-based services, used in the main by an older cohort (aged 40 – 80 years). COVID-19 has highlighted some of the shortcomings of relying on buildings, and of the existing premises. The condition of the buildings and the lack of wi-fi and technology means that services are not attractive to younger clients. Investment is required to update the services to maximise digital opportunities and make them fit for the 21st century. This is in line with a key principle of the County Council's strategic plan to 'be digital'.
39. COVID-19 has also highlighted the limitations of staffing arrangements for adult learning disability services directly provided by the Council. Each site operates individually and there is limited potential for cross cover. This makes the services vulnerable to staff absence. There is also an opportunity to enhance staff digital skills to enable them to support clients in different ways and to modernise working practices.
40. Leadership of adult learning disability services directly provided by the Council has been strengthened with the appointment of a Care Services Lead. The services have demonstrated their ability to adapt and innovate during the COVID-19 pandemic by providing support in different ways. The services are therefore in a good position to continue to adapt to the changing needs of clients and establish new models of care and support.

41. The intention in the short term is to proceed under delegated authority from Cabinet with a review of staffing across all services. This would offer the same high-quality care along with greater flexibility and resilience. The review of staffing will be accompanied by investment in technology and workforce development and to equip and enable staff to use digital systems to modernise working practices.
42. In the longer term there is the potential to extend the range of support offered for people. Some of the residential replacement care and Specialist Day Opportunities buildings could become 'hubs', offering support for people in their homes and communities as well as care during the day and overnight.
43. This could include home care, virtual support, assistive technology, and outreach, as well as care within during the day and overnight from existing and new facilities including Wilmott Drive, Woodland View, Silverbirch and Specialist Day Opportunities buildings. It could have the following benefits:
 - a. Provide people with continuity of care, a single point of contact in relation to all the support they receive, and an overall better experience.
 - b. Offer more care in people's homes and communities, allowing more support to be offered in the face of ongoing constraints on the capacity of buildings.
 - c. Allow people to remain independent for longer.
 - d. Allow staff to work flexibly across a range of settings, reducing duplication and allowing efficiencies.
 - e. Facilitate greater use of technology to provide support and modernise working practices.
 - f. Attract new clients.
44. The recommendation is that this concept be explored with development of a business case and engagement with clients and carers.

Feedback from Healthy Staffordshire Select Committee

45. Healthy Staffordshire Select Committee considered a draft version of this report on 26 October 2020. Their feedback was:
 - a. Support for the recommendations for learning disability services directly provided by the Council;
 - b. A request for more details about why the costs for redevelopment of residential care in Lichfield and refurbishment of Wilmot drive in Newcastle have increased;
 - c. A request for the timeline for redevelopment of residential care in Lichfield and refurbishment of Wilmot drive in Newcastle; and

- d. A request for confirmation that the CQC have indicated their support for registering a new residential care facility in Lichfield and a refurbished Wilmot drive facility for dual use residential replacement care and specialist day opportunities.

Financial Implications

46. The in-year budget and forecast spend for the services in scope of this report are shown in Table 1. The forecasted overspend of £0.626m for Directly Provided Services is caused by a 10% vacancy factor built into staff budgets not being fully met. This has been funded in year by savings elsewhere within Health and Care and will be resolved recurrently by a review of staffing across directly provided services.
47. The in-year budget for externally commissioned residential replacement care includes a 5.4% uplift from 02 July 2020 and forecast expenditure in Table 1 is based on all beds being used every week. Due to COVID-19, bed use has reduced and therefore it is likely that forecast expenditure will be revised downwards.

Table 1: budget and expenditure 20/21

Service	Service Type	Location	Capacity	Budget 20/21 £m	20/21 Quarter 2 Forecast £m
Council Directly Provided Services					
Greenfield House	Residential Care	Moorlands	9 residents	1.027	1.183
Horninglow Bungalows	Supported Living	East Staffordshire	15 residents	1.016	0.915
Douglas Road	Residential Replacement Care	Newcastle	13 beds <i>(pre-Covid-19)</i>	1.121	1.299
Hawthorn House	Residential Care	Lichfield	18 residents	1.826	2.171
Specialist Day Opportunities	Day Services	6 locations	56 <i>(pre-Covid-19)</i>	2.694	2.742
TOTAL				7.684	8.310
Externally Commissioned Services					
Woodland View	Residential Replacement Care	Cannock	10 <i>(pre-Covid-19)</i>	0.699	0.697
Silverbirch	Residential Replacement Care	East Staffordshire	5 <i>(pre-Covid-19)</i>	0.360	0.359
TOTAL				1.059	1.056
OVERALL TOTAL				8.743	9.366

MTFS Savings

48. The total Medium-Term Financial Strategy (MTFS) savings required for the *Adult Learning Disability 2022 Community Offer* programme are £1.214m in 2020/21 compared to 2019/20, rising to £1.714m in 2021/22. Savings are planned from both directly provided services and externally commissioned services and are detailed in Table 2.
49. Due to COVID-19 these savings have been delayed. The shortfall in 2020/21 will be funded by planned use of one off COVID-19 monies which have been provided to local authorities by central government in recognition of the higher costs they face due to the pandemic. The shortfall in 2021/22 will be met by savings elsewhere within Health and Care. It is expected that by 2022/23 financial year savings will be achieved in full and exceeded.

Table 2: MTFS savings for *Adult Learning Disability 2022 Community Offer*

Financial Year	2020/21 £m		2021/22 £m		2022/23 £m
	Planned	Expected	Planned	Expected	Planned
Directly provided services					
Greenfield House	0.119		0.476	0.119	0.476
Horninglow Bungalows	0.319	0.079	0.426	0.426	0.426
Douglas Road	0.119		0.171		0.171
Hawthorn House	0.246		0.246		0.400
Specialist Day Opportunities				0.060	0.250
Total	0.803	0.079	1.319	0.605	1.723
Externally commissioned services					
Woodland View, Silverbirch and other	0.411	0.286	0.411	0.568	0.568
OVERALL TOTAL	1.214	0.365	1.730	1.173	2.291
MTFS Target		1.214		1.714	1.714
(EXCESS) SHORTFALL		0.849		0.541	(0.577)

50. The review of staffing across all services will contribute to MTFS savings. The development of a single integrated service to offer a greater range of support for people in their homes and communities could offer further savings by reducing duplication.

Legal Implications

51. An extension to current contractual arrangements for residential replacement care in Cannock and East Staffordshire will be in accordance with the Council's internal procurement regulations and the Public Contract Regulations 2015.

52. Advice from Legal Services will be sought on the expansion of Specialist Day Opportunities and residential replacement care to offer a greater range of support for people in their homes and communities as part of a single integrated service.

List of Background Documents/Appendices:

Community Impact Assessment – Summary Document

Contact Details

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Community Impact Assessment – Checklist and Executive Summary

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Name of Proposal: Update on Adult Learning Disability 2022 Community Offer

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

Project Manager: Kelly Gray

Date: 1st October 2020

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 County Council’s Business Plan, priorities and MTFS.	✓	Supports with the delivery of: <ul style="list-style-type: none"> • Staffordshire’s Vision specified in the Strategic Plan; • A Whole-Life Disability Plan 2018-2023; • Medium Term Financial Strategy
It is clear what the decision is or what decision is being requested.	✓	Requested decisions: <ul style="list-style-type: none"> • The Cabinet agree to pause the commissioning of Silverbirch and Woodland View residential replacement care. The Cabinet endorse a review of these services, to undertake a full analysis of the benefits to the people who use them, and the costs to the taxpayer. The Cabinet endorses in principle the current contract with Lifeways could be extended until April 2022 if required while this is being undertaken • The Cabinet endorse the proposed Connected Care Model for the future of Directly Provided Services • The Council seeks to build on previous consultation with staff, service users, families/carers and other key stakeholders to co-design the service model for 2021 and beyond in a post COVID-19 world. This will include residential replacement care, specialist day opportunities, domiciliary care and any other services where there is a genuine need to firmly establish the County Council’s position in the market
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).	✓	On-going engagement with all impacted key stakeholders and full analysis is undertaken to ensure delivery of successful outcomes
The aims, objectives and outcomes of the policy, service or project have been clearly identified.	✓	The Cabinet Paper clearly details the recommendations for transparency
The groups who will be affected by the policy, service or project have been clearly identified.	✓	The potentially impacted parties include: <ul style="list-style-type: none"> • People who use the services and their carers/relatives; • Staff employed by the County Council to provide these services; • Providers in the independent market.
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.	✓	This cabinet paper is based on previous consultation completed with carers in 2019 and proposes further engagement is undertaken
A range of people with the appropriate knowledge and expertise have contributed to the CIA.	✓	Contributors to the CIA are: <ul style="list-style-type: none"> • Staff employed by the County Council to provide these services; • Assessment and Care Management Colleagues • Commissioners; • Finance colleagues
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.	✓	The report captures current and anticipated need whilst also taking into consideration the current position of the market
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.	✓	The protected characteristics impacted are: Disability and Impact on SCC staff.
The next steps to deliver the project have been identified.	✓	Impacted key stakeholders will be briefed on the next steps accordingly

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>	<ul style="list-style-type: none"> Disability SCC staff 	<p>Individuals will receive high quality support in order to meet their assessed eligible care and support needs, which are both sustainable and demonstrate value for money</p> <p>Potential consolidation of services to provide holistic care and support, maximising choice and control.</p> <p>The service models will be co-designed to ensure services are fit for purpose, thus determining position in the marketplace, quality, value for money and accountability</p> <p>The Council will continue to employ a skilled and trained workforce – with appropriate job specifications and supporting staff structures.</p>	<p>Risk of challenge or complaint if services are altered or changed, including location or provider.</p> <p>People may experience service disruptions as a result of building or development of premises.</p> <p>Any change in job descriptions and structures may result in state of employment.</p> <p>Staff may be required to work in other locations and/or services</p> <p>SCC has an aging workforce which may impact on continuity of staff and complexity of support they can deliver</p>	<p>Continued engagement with all key stakeholders to design service models and understand the impact.</p> <p>The council will ensure adherence to the Care act regarding assessed eligible care and support needs.</p> <p>Domiciliary or community care could be offered to replace building-based support whilst upgrade work is being undertaken.</p> <p>Regular and meaningful engagement and communications about the progress of the programme, the outcomes and the impact with directly provided services.</p> <p>Staff (and representative Trade</p>

		<p>Leaner workforce structures and increased flexibility means services will be more cost effective and able to respond to need.</p>		<p>Unions) will be consulted about the potential impact on their employment, and appropriate HR processes and protocols adhered to.</p> <p>Job descriptions to specify flexible county wide working to aid with effective service delivery and critical mass.</p> <p>Develop a workforce strategy to attract a more diverse workforce.</p>
<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>	<ul style="list-style-type: none"> • Mental Health and Wellbeing • Healthy Lifestyles • Accidents and Falls Prevention • Access to Social Care • Independent Living 	<p>People with a primary need: learning disability and/or autism, and associated needs (including Mental Ill Health) will receive appropriate support to meet their eligible care and support needs.</p> <p>All services will be required to promote and enable people to live a Healthy Lifestyle, through the provision of appropriate care and support, as per their assessed care and support needs.</p>	<p>All Risk of challenge or complaint if services are altered or changed, including location or provider</p> <p>Residential Care The development of alternative accommodation will take 12-24 months to come into fruition, thus meaning continued occupation of buildings deemed not wholly suitable to meet needs</p> <p>Residential Replacement Care</p>	<p>Expectations and requirements will be clarified within Service Level Agreements (for directly provided services) and contractual arrangements (for commissioned services).</p> <p>Schedules of planned repairs and maintenance will continue for the duration of occupation in the current accommodation – with reactive repairs and maintenance as required. Services carry out routine Health & safety Inspections / Audits, for</p>

		<p>Accommodation is / will be accessible and adapted to meet the needs of the people using the service – positively impacting people who use services and staff who support them</p> <p>The Council will continue to meet assessed eligible care and support needs, through the provision of sustainable services.</p> <p>Residential Replacement Care The Council will continue to provide Residential Replacement Care to meet the needs of both the ‘carer’ and ‘cared for’ – enabling people to remain living in their chosen local community</p>	<p>The development of alternative accommodation will take 12-24 months to come into fruition, thus meaning continued occupation of buildings deemed not wholly suitable to meet needs</p>	<p>the purpose of regulatory requirements TUPE may be applicable in certain circumstances, thus providing continuity of staffing</p> <p>All proposed ways of working align with The Care Act (inclusive of Choice Policy) and Whole Life Disability Strategy</p> <p>The Council will ensure adherence to the Care Act REF: assessed eligible care and support needs and the subsequent location of services.</p>
<p>Economy – How will the proposal impact on the economy of Staffordshire or impact on the income of Staffordshire’s residents?</p>	<ul style="list-style-type: none"> • Economic Growth • Workplace Health and Environments • Access to jobs/Good quality jobs 	<p>The Council has clearly specified its market position in respect to Replacement Care and Residential Care Services – thus supporting provider</p>	<p>The Council may face challenge / complaint for retaining a position in the market.</p> <p>The competitive process to identify the required</p>	<p>The likelihood of challenge / complaint due to the Council retaining a position in the market is likely to minimal – due to our existing presence and proposed capacity moving forwards.</p>

		<p>intelligence and planning of services in the future.</p> <p>The Council maintaining a position in the marketplace will promote competition.</p> <p>Entrust (on behalf of the Council) will undertake a competitive process to appoint for contractor for the required building works Staff will be providing care and support in purpose-built accommodation – with access to required aids and equipment – with appropriate</p> <p>Job Specifications positively impacting on the risk of injuries sustained in the workplace.</p> <p>The Council will continue to employ a skilled and trained workforce – with appropriate Job Specifications and supporting staff structures.</p>	<p>building contractors may not be successful.</p> <p>The development of alternative accommodation will take 12-24 months to come into fruition, thus meaning continued occupation of buildings deemed not wholly suitable to meet needs. Any change in job descriptions and structures may result in changes to services and subsequently state of employment.</p>	<p>The Council is fulfilling its statutory requirements REF: ensuring a sustainable market, that promotes choice and control (within specified remits, as appropriate).</p> <p>Entrust will utilise an existing Framework to appoint the contractor, thus minimising the risk of failure</p> <p>Schedules of planned repairs and maintenance will continue for the duration of occupation – with reactive repairs and maintenance as required.</p> <p>There has been, and will continue to be, regular and meaningful engagement and communications about the progress of the programme, the outcomes and the impact with services.</p> <p>Staff (and representative Trade Unions) will be consulted about the potential impact on their employment, and appropriate HR</p>
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				processes and protocols adhered to.
Environment – How will the proposal impact on the physical environment of Staffordshire?	<ul style="list-style-type: none"> • Built environment • Transport 	<p>The Council will seek to maximise the use of its assets – including land and accommodation. Subsequently, this will positively impact on the associated running costs</p> <p>Potential consolidation of services to provide holistic care and support.</p>	<p>People may need to travel further to access the service most appropriate to meet their needs (thus negatively impacting on the environment), and there is a risk of challenge and complaint associated with this.</p>	<p>The Council will ensure adherence to the Care Act REF: assessed eligible care and support needs and the subsequent location of services; seeking to minimise the impact.</p>
Localities / Communities – How will the proposal impact on Staffordshire’s communities?	<ul style="list-style-type: none"> • Community development/capacity 	<p>As in accordance with SCC policy and vision, all services will be expected to support with the development, and contribute to, community development / capacity.</p>	<p>There is a high level of demand / expectation of the Community Capacity Agenda – through engagement concerns have been expressed about the potentially limited financial resource and capacity to support with the growth of community capacity, and suitability for providing support to people with complex needs</p>	<p>Regular and meaningful engagement and communications about the progress of the programme, the outcomes and the impact – inc. with voluntary, third sector and community organisations.</p> <p>Partnership working with Supportive Communities Programme and Support Staffordshire.</p> <p>Expectations and requirements in respect of contributions to community development / capacity can be included within contractual arrangements.</p>

Cabinet Meeting on Wednesday 18 November 2020

Support Provided to Business Start-ups in Staffordshire



Cllr Philip White, Deputy Leader and Cabinet Member for Economy and Skills said,

“Staffordshire is one of the best places in the UK to set up and grow a business and we want to encourage more of our citizens to make their business ideas a reality by providing high quality and accessible support.

Start-ups and SMEs employ thousands of people in Staffordshire and support for them forms part of our economic recovery plan in response to the COVID-19 pandemic. We have excellent survival rates for new businesses in the county and we recognise that during recessions more people embark on setting one up. As a county council we have already invested £360,000 in our start-up scheme. This will be enhanced by a new Start Up Loans Scheme, a Student Start Up Scheme and the creation of a digital Start Up Prospectus for potential new business in Staffordshire.

We continue to work with the Stoke-on-Trent and Staffordshire Local Enterprise Partnership (SSLEP) and other partners to increase start-ups across the county and put additional support programmes in place where there may be gaps in national provision.”

Report Summary:

At Staffordshire County Council (the “County Council”) we have an ambition to make Staffordshire one of the best places in the Country to start-up and grow a business. This aim is also reflected in the Local Industrial Strategy for the SSLEP. Our ambition has not changed as a result of COVID-19, in fact it becomes even more important as part of our plans for recovery and renewal post-COVID-19. Staffordshire is already an excellent place to start a business due to its central location, excellent new business survival rates, low cost-base, rising skill-base and the connectivity infrastructure that can reach major cities within an hour.

On 17th June 2020 Cabinet signed off the County Council’s Economic Recovery, Renewal and Transformation Strategy¹, which set out our 5-year plan for supporting the local economy to not only recover but grow post-COVID-19. Since the strategy was signed off, we have developed and delivered an action plan that contains activities taken nationally, regionally and locally (through ourselves and our partners in the SSLEP and Districts/Boroughs) to support the economy. In particular we have worked up proposals for a Small Towns Scheme to support urban areas, developed the concept of a North Midlands Transformation and Innovation Corridor, expanded the

¹ <https://www.staffordshire.gov.uk/Business/Documents/Covid-19/Staffordshires-Economic-Recovery-and-Renewal-Strategy.pdf>

work of the Redundancy Task Group to support the roll out of the Kickstart scheme and worked with the SSLEP to secure £24m of Getting Building Funding to accelerate projects in Staffordshire, including skills investment and developing capital projects such as Shire Hall.

As part of our response to Economic Recovery, Renewal and Transformation in Staffordshire we have also focused our efforts on how we support Small and Medium Enterprises (“SMEs~”) where additional support on top of the Government offer was needed. For example, an Emergency Grant scheme was launched to provide microbusinesses with up to £1,000 to help pay supplier bills and a PPE Scheme was commenced to provide a small amount of PPE and a list of trusted suppliers to businesses who had no choice but to work in close proximity to others

We have also recognised that, historically, the number of start-ups increases following an economic downturn, and whilst we see the national job retention programmes alter and close (e.g. furlough), we believe we can enable and facilitate greater support for new Start-ups in Staffordshire. As such we have invested £0.360m in a new Start Up Scheme to complement existing programmes which will help those at risk of redundancy or unemployment. This scheme is to be enhanced with the provision of a new Start Up Loans Scheme and the ‘Ignite your entrepreneur’ scheme - a scheme to support those in further education to start up their own business.

A digital Start Up Prospectus will be created and launched to encourage people thinking of starting up a business to consider doing so in Staffordshire.

Workspace for individuals in the early days of trading is very important and the County Council is planning to help people by piloting an Enterprise Quarter for Start Ups. The County Council and SSLEP are also investing £0.870m in additional light industrial units at Cannock and Silverdale Enterprise Centres.

As Staffordshire moved into the ‘High’ (Tier 2) Local Alert level we also launched the #ThinkStaffordshireFirst campaign, which is about encouraging residents to stay safe and shop local. The campaign will showcase the local people, products, services and businesses that are just as good (if not better) and as cost-effective as you'd get from anywhere else. It's about helping us all realise that local spending = supporting local jobs.

Recommendations

I recommend that Cabinet:

- a. Support the various programmes available to residents across the County interested in starting their own business.
- b. Support the production of an electronic Start Up Prospectus with the final document to be signed off by the Deputy Leader and Cabinet member for Economy and Skills.
- c. Note the progress being made to identify the County Council properties that could be used as incubation space in an Enterprise Quarter for Start-Up's, with any final business case being agreed through Property Sub-Committee.

- d. Agree to the funding and delivery of a student start-up programme targeted at young people in the final year of further education with aspirations to progress into self-employment for an initial 3 years with the potential to extend for a further 2 years as detailed in this report.

Local Members Interest
N/A

Cabinet – Wednesday 18 November 2020

Support Provided to Business Start-ups in Staffordshire

Recommendations of the Deputy Leader and Cabinet Member for Economy and Skills

I recommend that Cabinet:

- a. Support the various programmes available to residents across the County interested in starting their own business.
- b. Support the production of an electronic Start Up Prospectus with the final document to be signed off by the Deputy Leader and Cabinet member for Economy and Skills.
- c. Note the progress being made to identify the County Council properties that could be used as incubation space in an Enterprise Quarter for Start-Up's, with any final business case being agreed through Property Sub-Committee.
- d. Agree to the funding and delivery of a student start-up programme targeted at young people in the final year of further education with aspirations to progress into self-employment for an initial 3 years with the potential to extend for a further 2 years as detailed in this report.

Report of the Director of Economy, Infrastructure and Skills

Reasons for Recommendations:

Introduction

1. Our Economic Recovery, Renewal & Transformation Strategy sets out our vision, aims and priorities to respond to the COVID-19 crisis and subsequently enable the Staffordshire economy to recover, renew and transform. The full impact of the crisis and how the local, national and global economies will recover remains uncertain, especially now cases continue to resurge. Our Strategy remains flexible to enable us to respond to these challenges and recognises that many opportunities have arisen that we need to grasp, including a priority to:

“Support people to start their own business with a focus on the unemployed and those people currently furloughed but at risk of becoming unemployed.”

2. Although we find the global economy in a challenging position, recent analysis from the Bank of England shows there are reasons to be confident about the economic future in Staffordshire. Although we continue to be optimistic about the future, we are also realistic about the current situation. As of Q2 2020, it was estimated that around 5% (13,600) Staffordshire residents were unemployed, although this is a significant growth based on our near full employment pre-COVID-19 levels, it

remains well below the national and regional levels. Unemployment within Staffordshire and across the country is likely to rise as national economic support measures continue to change and reduce and it will therefore be vital for us to support people into gainful employment.

3. Following the 2008 recession a greater number of people decided to start a new business than on average, and Staffordshire saw business start-ups gradually increase from 2,590 start-ups in 2010 to 4,025 in 2016 which was the highest recorded since comparable records began in 2000. This 1,435 increase in start-ups was equivalent to a 55% growth as more people were in a position to start-up a business due to redundancy payments.
4. The County Council considers that the economic downturn from the COVID-19 crisis is highly likely to result in the same situation. Therefore, to give our citizens every opportunity it is prudent to examine start up provision in the area and make sure that individuals aiming to start a new business have the support they need to make their enterprise a success.

Start Up Provision in Staffordshire

5. In July 2020, the County Council invested £0.360m in a new three year Start Up scheme aimed at supporting people who found themselves at risk of redundancy or unemployment due to the COVID-19 crisis. In the first year of the programme the aim is to support 300 people and see 200 businesses started. The scheme being delivered by the Staffordshire Chambers of Commerce who have a track record of providing successful start-up services and have achieved a 76% three-year survivability rate in those that began trading.
6. Due to the current economic climate created by COVID-19, there are a considerable amount of people facing an uncertain future, despite the robust nature of the Staffordshire economy. Many of these people are likely to be skilled in many different ways. The Start Up programme will be available for any good business idea, but the focus to join the programme will be on Staffordshire's priority sectors as shown below:
 - a. Digital sectors
 - b. Innovation relating to climate change
 - c. Agri-tech
 - d. Manufacturing including food tech
 - e. Engineering
 - f. Advanced materials
 - g. Professional Services
 - h. Hospitality and leisure sectors
 - i. Innovation relating to health and care including Med Tech and Health & Safety
7. This new programme was planned to complement the existing start up services in the area and provide additional support which could be particularly relevant in these difficult times such as Confidence Boosting workshops, Upskilling Sessions and Digital Skills webinars. Up to 21st October there have been just under 100 applications for the new scheme.

8. One of the strengths of Staffordshire's start up provision is the good working relationships between the different organisations who provide support. All of these organisations are linked together through the Enterprise Round Table which provides a network for those providing business support services in Staffordshire and Stoke-on-Trent. This network helps identify overlaps and gaps in provision and working groups form to tackle identified issues. The Staffordshire Business Helpline contributes to all of these working groups by providing intelligence directly from businesses and individuals who contact the Helpline for help.

Recent Developments

9. The County Council has launched a new Staffordshire Start Up Loans scheme worth £0.100m. This pilot scheme was created following intelligence from people contacting the Business Helpline about the new Staffordshire Start Up scheme and commenting that a small loan scheme would be helpful. Loans of between £3000 and £5000 will be made to people who have successfully completed the Staffordshire Start Up course at an interest free rate with no arrangement fee to be repaid 12 months after issue. This pilot project will allow us to determine whether there is a gap in the market for low risk loans to new start-ups with the ambition that this can be scaled up in the future if successful.
10. A bespoke student start-up programme for young entrepreneurs called 'Ignite your Entrepreneur' has been developed and is recommended to Cabinet. Delivered in an engaging and interactive way through an online platform, dedicated resources and with ongoing professional support. It will be a county-wide initiative designed to encourage young people to understand the basics of entrepreneurialism and enterprise. The programme aims to engage 4,000 students through a dedicated programme leading to 300 engaged online with 100 taking the intensive 5-day programme with a target of 20 business starts in year one. The four Staffordshire colleges are engaged and supportive of the project. The programme will be delivered by Staffordshire Chambers of Commerce and aligns with our other start-up programmes and a contract will be entered into with the Chambers of Commerce to deliver the programme. It is designed to be an initial 3-year programme extended for a further 2 years subject to review. Initial cost for the first 3 years is £0.165m and the benefit of the 2-year extension is to apply any learning to extending the programme into sixth forms around the County and to enable successful participants in the programme to share their experience with future prospective students as mentors.
11. The next step in promoting Staffordshire as an excellent place to start a business is the creation of a Start Up Prospectus. Our objective will be to showcase Staffordshire as a great place to start a business, providing detail of all the schemes and support available, and highlighting some of the fantastic work/life balance opportunities in the County. The intention is that it is an outward looking showcase of all the work the County Council and key partners are doing together such as Staffordshire and Keele Universities, District Councils, the Chambers of Commerce and the Prince's Trust to promote business start-ups. The Staffordshire Start Up Prospectus will be launched in November.

12. Workspace is also an important part of the offering for an area wishing to encourage successful start-ups businesses. The County Council has seven successful Enterprise Centres across the County which are all between 85% and 100% occupied. In June, Cabinet approved an investment to part fund £0.870m to extend two of our Enterprise Centres (in Cannock and Newcastle) therefore providing more space for small businesses to grow and thrive. A project has also begun to look at the potential for the creation of a new Enterprise Centre in the County to generate more employment opportunities. A short survey was carried out in October asking existing Enterprise Centre tenants about their experiences as a new business in finding suitable premises. This survey has confirmed the opinion that an area of free, bookable office and meeting room space would have been helpful particularly at the beginning. The Business and Enterprise Service have been working with Property Services to identify space that could easily be converted and could be trialled as an Enterprise Quarter for individuals to book space by the hour or day for use to meet with business advisors or clients, or pitch to Finance Providers or prospective customers.

Conclusion

13. Staffordshire is an excellent place to start and grow a business. With the plans and investments that are now in place, Staffordshire will soon be one of the most supportive and accommodating places for new businesses in the Country. The County Council's strategy remains flexible to enable us to respond to challenges and recognises that many opportunities are still ahead.

Legal Implications

14. The County Council's' Legal Team have been engaged in drafting the necessary contracts, as required, to be entered into for the new Start Up schemes.

Resource and Value for Money Implications

15. The Student Start Up programme for young entrepreneurs is designed to be an initial 3-year programme extended for a further 2 years subject to review. The initial cost for the first 3 years is £0.165m and is to be funded from the general COVID-19 grant.
16. The Staffordshire Start Up Loans scheme will be funded using £0.1m of COVID-19 funding. This is unused funding of the £0.5m allocated to the Emergency Business Grant scheme back in June 2020.
17. The Decision Notice on the Staffordshire Start Up Scheme can be found by following this link:

<http://moderngov.staffordshire.gov.uk/ieDecisionDetails.aspx?ID=1827>

List of Background Documents/Appendices:

None

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Cabinet Meeting on Wednesday 18 November 2020

Half Yearly Treasury Management Report for the Period Ended 30 September 2020



Mike Sutherland, Cabinet Member for Finance and Corporate Matters said,

“The UK economy continues to face an uncertain environment in 2020/21, with Brexit negotiations and the impacts of the continuing Covid-19 pandemic. The County Council adheres to its Treasury Management Policy of using internal cash balances instead of borrowing money. This has delivered significant savings for taxpayers, as the infrastructure to deliver more skilled, better-paid jobs is being funded at a lower cost.”

Report Summary:

1. This report provides a summary of the Council’s borrowing and investment activities during the first six months of the year.
2. An analysis of the first half-year activities is set out in the report, but the key points to note are that;
 - the Treasury Management Panel, chaired by the County Treasurer and comprising other senior finance officers, met regularly to consider treasury matters;
 - all transactions were undertaken by authorised officers and within the limits approved;
 - all investments were to counterparties on the approved counterparty list and fully met the requirements of the relevant regulations; and
 - the Council operated within the limits and Prudential Indicators set out in the Council’s Treasury Management Practices and Annual Treasury Management Strategy, with the exception of the Upper Limit for variable rate interest exposure, the reasons for which will be addressed in this report.
3. The Council maintained a cautious approach to investments. The policy of using cash instead of borrowing continues to generate significant savings, helping reduce the average interest the Council pays on its debt.
4. Overall, the report demonstrates that the Council’s borrowing and investment activities are being undertaken prudently and in line with agreed strategies in a very challenging environment.

Local Members Interest	
If report is relevant to ALL Members, type 'N/A' into table and delete what is not required	
Insert Members Name	Insert Electoral Division

CABINET – 18 NOVEMBER 2020

Treasury Management Report for the half-year ended 30 September 2020

Recommendation of the Cabinet Member for Finance and Corporate Matters

1. That Cabinet note the treasury management activities for the half-year ended 30 September 2020.
2. That Cabinet note the Prudential Indicators detailed in **Appendix 2** and approve the increase to the Upper Limit of variable rate interest exposure as detailed in **paragraph 42** of this report.

Report of the County Treasurer

Reasons for Recommendations:

3. At their meeting on 18 January 2012, Cabinet adopted the Chartered Institute of Public Finance and Accountancy's *Treasury Management in the Public Services: Code of Practice* (the CIPFA Code).
4. Treasury risk management at the County Council is conducted within the framework of the revised 2017 Edition of the CIPFA Code. This requires the County Council to approve a treasury management strategy before the start of each financial year and, as a minimum, provide a semi-annual and annual treasury outturn report. This report fulfils the Authority's legal obligation under the Local Government Act 2003 to have regard to the CIPFA Code.
5. This report provides a summary of the County Council's treasury management activities for the first half of 2020/21, in the context of the strategy for the year, which was agreed by Cabinet on 29 January 2020. It considers both the borrowing and investment decisions taken within the specified period in the light of the interest rates and economic conditions prevailing at the time.

External Context

6. The spread of the coronavirus pandemic dominated during the period, as countries around the world tried to contain transmission of the virus while easing lockdown measures and getting their populations and economies working again. UK Government initiatives continued to support the economy, with the furlough (Coronavirus Job Retention) scheme keeping almost 10 million workers in jobs, grants and loans to businesses and 100 million discounted meals being claimed during the 'Eat Out to Help Out' offer. After a relatively quiet few months of Brexit news it was back in the headlines towards the end of the period, as agreement between the UK and EU on a trade deal

was looking difficult and the government tried to pass the Internal Market Bill, potentially breaking international law.

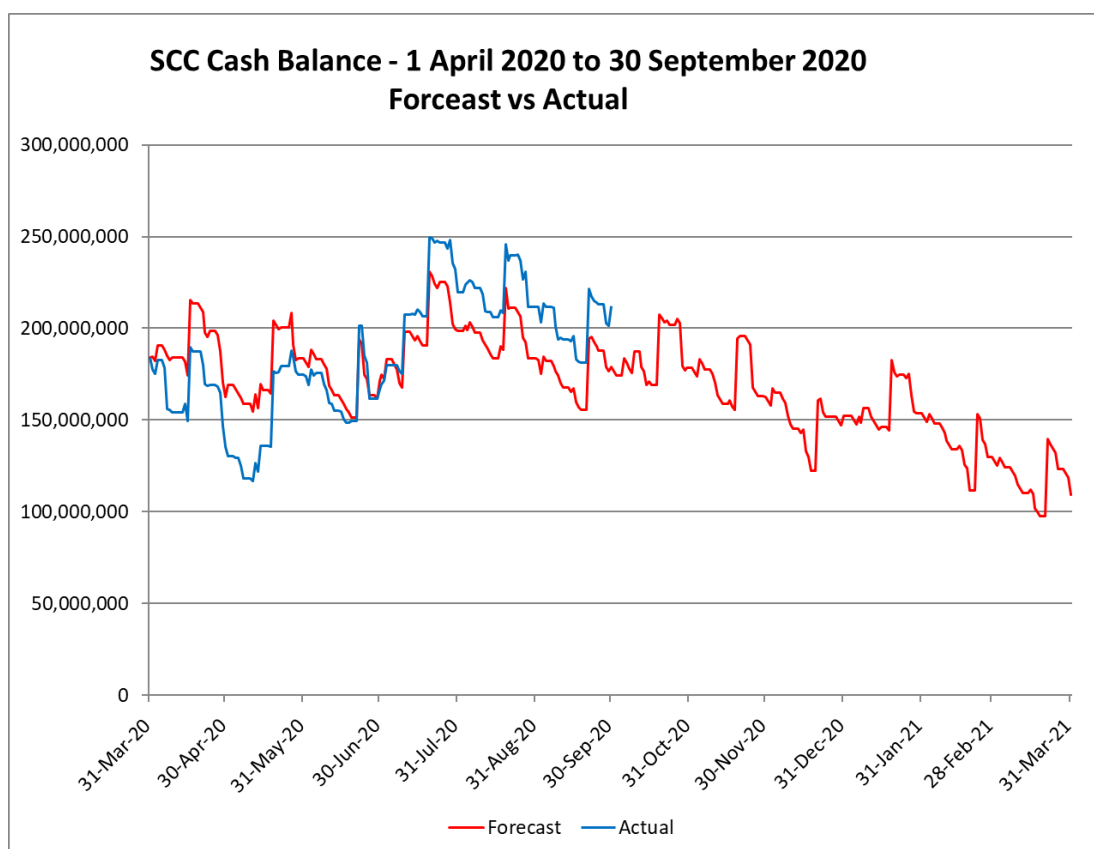
7. UK GDP growth contracted by a massive 19.8% (revised from first estimate - 20.4%) in Q2 2020 (April-June) according to the Office for National Statistics, pushing the annual growth rate down to -21.5% (first estimate -21.7%). Recent monthly estimates of GDP have shown growth recovering, with the latest rise of almost 7% in July. In addition, the headline rate of UK Consumer Price Inflation (CPI) fell to 0.2% year on year in August, further below the Bank of England's 2% target. In the three months to July, labour market data showed the unemployment rate increased from 3.9% to 4.1% while wages fell 1% for total pay in nominal terms (0.2% regular pay) and was down 1.8% in real terms (-0.7% regular pay). Despite only a modest rise in unemployment over the period, the rate is expected to pick up sharply in the coming months as the furlough scheme ends.
8. On an international setting, the US economy contracted at an annualised rate of 31.7% in Q2 2020 (April-June). The Federal Reserve maintained the Fed Funds rate at between 0% and 0.25% but announced a change to its inflation targeting regime. The move is to a more flexible form of average targeting, which will allow the central bank to maintain interest rates at low levels for an extended period, to support the economy, even when inflation is 'moderately' above the 2% average target, particularly given it has been below target for most of the last decade.
9. Equity markets continued their recovery, with the Dow Jones climbing to not far off its pre-crisis peak, albeit that performance being driven by a handful of technology stocks including Apple and Microsoft, with the former up 75% in 2020. The FTSE 100 and 250 have recouped around half of their losses at the height of the pandemic in March. Central bank and government stimulus packages continue to support asset prices, but volatility remains.
10. The economic context in which the Council operates remains volatile and uncertain and the measured approach the authority takes with its activity in the financial markets reflects this.

Borrowing strategy update

11. The Treasury Management Strategy Report for 2020/21 outlined the long-term borrowing strategy for the year. This was to:

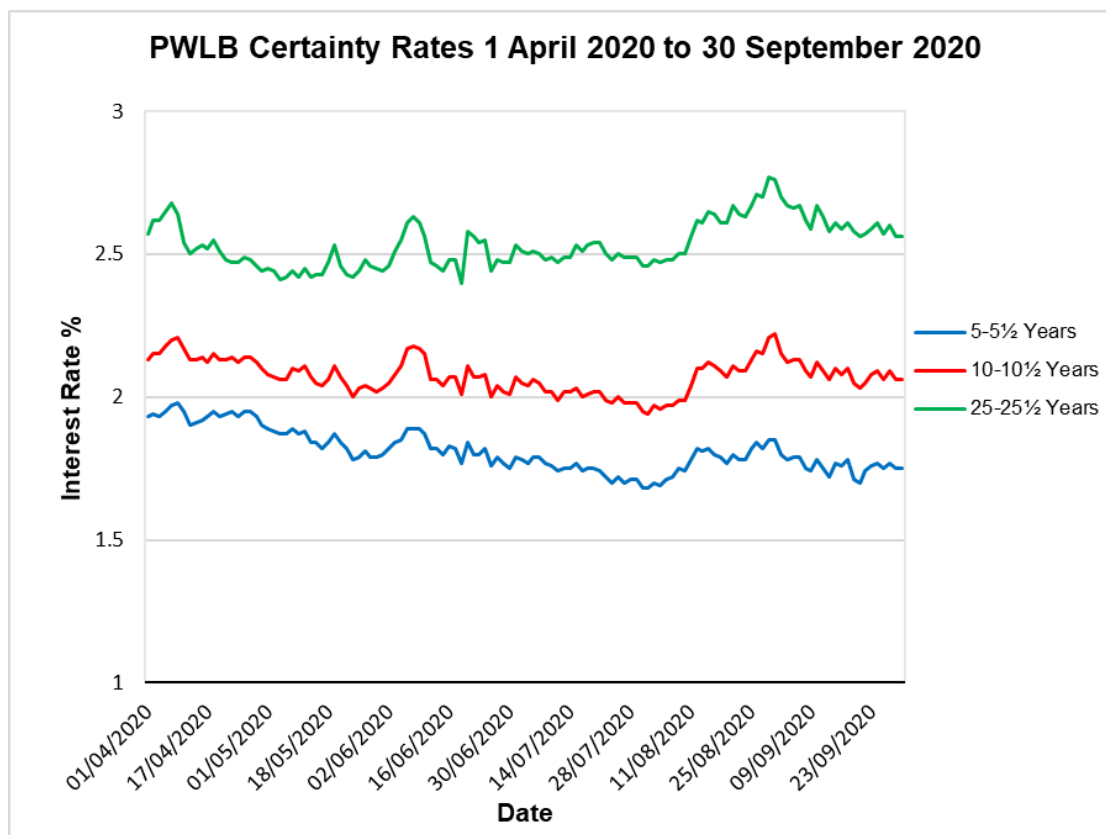
“use its internal resources in lieu of borrowing”
12. In accordance with this, cash has continued to be used in lieu of borrowing and the Council did not require new, or replacement loans, to be taken out in the first half of the year.
13. The strategy of using cash instead of borrowing has relied on two main factors; the Bank Rate (set by the Bank of England) remaining low, and cash balances being sufficient to meet the Council's day to day requirements.

14. The Bank of England (BoE) has maintained Bank Rate at 0.1% since 19 March 2020 and held its Quantitative Easing (QE) programme at £745 billion. The potential use of negative interest rates has not been ruled in or out by BoE policymakers.
15. In terms of the future, Arlingclose, the Council's treasury advisor, expects Bank Rate to remain at the current 0.1% level and additional monetary loosening most likely to occur through further financial asset purchases (QE). While Arlingclose's central case for Bank Rate is no change from the current level of 0.1%, further cuts to Bank Rate to zero or even into negative territory cannot be completely ruled out.
16. Current low interest rates mean that the strategy of using cash remains important and represents a cheap way of financing the capital programme. Overall, the short-term interest rate environment now and for future forecasts both still support the borrowing strategy adopted in 2020/21.
17. Secondly, cash balances have been sufficient to allow day to day cash management in the first half of the year. The following graph shows total actual cash balances for the first half of the year (in blue) against those forecast for the full year (in red).



18. Whilst it can be seen that the actual cash balance that the Council holds reflects the trendline of the forecast, the balance held is higher than expected. This reflects the remaining balance of Covid-19 grant as yet unspent by the council and additional income received by the authority in the first half of the year.

19. Cashflow forecasts indicate the Council will have sufficient balances to fund its debt for 2020/21, without the need to take out further long-term loans. When loans are taken-up these are mainly sourced from the Public Works Loan Board (PWLB), whose loan interest rates reflect changes in Gilt yields in the UK Government bond market. The following chart shows three typical loan periods where rates have been adjusted to reflect the “certainty-rate” reduction of 0.20% which is available to all local authorities who register with the Government.



20. Gilt yields are very sensitive to the risk appetite of international investors and the current low yields reflect the uncertain global financial environment. Ultra-low interest rates and the ‘flight to quality’ have continued, keeping gilts yields low, but volatile, over the period with the yield on some short-dated UK government bonds remaining negative. The 5-year UK benchmark gilt yield started and ended the June–September period at -0.06% (with much volatility in between). The 10-year gilt yield also bounced around, starting at 0.21% and ending at 0.23% over the same period, while the 20-year rose from 0.56% to 0.74%. 1-month, 3-month and 12-month bid rates averaged 0.02%, 0.06% and 0.23% respectively over the period.
21. On 9 October 2019, HM Treasury, the government department responsible for the PWLB, increased the margin they charge over gilt yields from 80bps to 180bps for certainty rate loans, thus making PWLB loans much more expensive. The government reasoned that the cost of borrowing had fallen to record lows and some local authorities have substantially increased their use of PWLB borrowing. This new shift in policy was aimed to restore PWLB lending rates to ‘normal’ levels and act as a disincentive for some authorities using it to borrow for commercial investment. A consultation has been carried out by government in respect of this policy which ended on 31 July 2020 and the response is due later this year.

22. The Council's current external loans portfolio includes £51m Lender Option Borrower Option (LOBO) loans. LOBO loans are long term loans where the lender has the option to increase the interest rate at pre-determined intervals; if the lender exercises its option to change the rate, the borrower's option is triggered. The borrower must either accept the revised rate or they can repay the loan without penalty. LOBO loans were initially taken out by the Council when their rates compared favourably to PWLB rates.
23. The following table shows the interest rates incurred on the Council's debt portfolio for 2019/20 and for this half year, including an adjustment reflecting the use of cash.

	2019/20 Full Year %	2020/21 Half Year %
Weighted average rate of interest for external loans	4.64	4.64
Adjusted for the use of cash	4.18	3.98

24. The average rate on external loans remains the same as last year, as only a minimal amount of PWLB loans have been repaid. When the utilisation of cash reserves is taken into account, the rate falls considerably. This illustrates that the Council's policy of using cash instead of borrowing is of real benefit and it continues to generate significant savings, helping reduce the average interest paid on debt. It is estimated that the Council has saved £1.142 million in interest payments in the first half of the financial year, by using internal cash instead of borrowing. The reason that this saving is currently so high, is that the average borrowing rate is high in comparison to the interest received should the cash have been invested.
25. A graph illustrating the maturity profile of the long-term loans at 30 September 2020 is provided at **Appendix 3**.

Loan restructuring

26. Movements in interest rates over time may provide opportunities to restructure the loan portfolio in one of two ways:
- to replace existing loans with new loans at a lower rate (known as loan rescheduling); or
 - repay loans early, without replacing the loans. This would increase the use of cash.
27. The Treasury Strategy for 2020/21 approved loan rescheduling where this re-balances risk and approved repayment of loans with no replacement, where deemed appropriate.
28. A combination of factors has meant that PWLB loan restructuring has not been financially viable so far in 2020/21:
- Low gilt yields mean that a large penalty would be payable; and

- Government policy, whereby a margin is applied to the early repayment of a PWLB loan, increases the penalty payable.

Investment Strategy update

29. The Council holds invested cash, representing income received in advance of expenditure plus balances and reserves held. As shown in the chart at **paragraph 17**, the Council's investment balances during the year have ranged between £117 million and £249 million, due to timing differences between income and expenditure. This increased level of cash reflects additional funding received by the council during the first half of the year. This includes the second tranche of Covid-19 monies, additional Local Enterprise Partnership funding for the 'Getting Building' scheme and Local Growth Fund grant for the 'Etruria Valley' project. This money is in effect income received ahead of expenditure and totals £57.6 million.
30. The Annual Investment Strategy (AIS) forms part of the Treasury Management Strategy and sets out those parties the Council will lend its money to. The AIS details the requirements of government guidance and the CIPFA Code; both documents require the Council to invest its funds prudently and to have regard to the following two prime risk issues over return:
- The security of capital.
 - The liquidity of investments.
31. The resulting strategy adopted was characterised by:
- the use of selected counterparties (high level of security);
 - the use of diversified sterling "AAA" money market funds (high level of security and liquidity);
 - a maximum duration of 12 months (high level of security); and
 - the use of same day liquidity accounts (high level of liquidity).
32. The Council has the ability to place unlimited funds with the UK Government, including Local Authorities (LAs) although investment in LAs have been limited to £5 million per counterparty to ensure investment diversification by the Treasury Management Panel.

Treasury Investments

33. Approved investments stood at £212.054million on 30 September 2020 (£183.910million on 31 March 2020), these are analysed by type and term below:

<i>Long-term local authority</i>	£m	Term
Derby City Council	7.500	28/11/2030
Derby City Council	7.500	28/11/2031
Redcar and Cleveland Borough Council	7.500	29/11/2032
Redcar and Cleveland Borough Council	7.500	29/11/2033
<i>Short-term UK Government</i>		
Debt Management Office	10.000	14/10/2020
<i>Banks and building societies</i>		

Lloyds Bank Plc	8.024	Instant Access
Money Market Funds		
Aberdeen	36.000	Instant Access
Black Rock	35.950	Instant Access
Insight	36.000	Instant Access
Federated	31.000	Instant Access
State Street	20.080	Instant Access
Collective Investment Scheme		
Royal London Cash Plus Fund	5.000	3 day notice
TOTAL	212.054	

34. Both the CIPFA Code and government guidance require the Authority to invest its funds prudently, and to have regard to its security and liquidity before seeking a rate of return. The Authority's main objective when investing money is to minimise the risk of incurring losses from defaults. In the light of the pandemic crisis, the likelihood of unexpected calls on cash flow and a further possibility of austerity measures, the Council has kept more cash available at very short notice. Liquid cash was diversified over several counterparties and Money Market Funds, to manage both credit and liquidity risks. With interest rates continuing to be ultra-low and many organisations holding onto cash there is currently very little value across the market for returns on investments. Rather than income returns from interest the authority has utilised cash to realise savings on additional borrowing costs as discussed in **paragraph 24**.
35. Given the current circumstances, the Council is principally utilising its MMF's (for daily liquidity) and Government held Debt Management Office Account (for periods longer than overnight). The only real opportunity to earn a return in the cash market at the moment, is by investing in the longer term (i.e. a number of years) with local authority borrowers, who are seeking to take advantage of the historically low interest rates when compared to the rates from the PWLB.
36. The following table shows the Council's investment returns in 2019/20 and 2020/21 to date.

	2019/20 Full Year	2020/21 Half Year
Average return on investments	1.46%	0.92%
7-day LIBID * (benchmark)	0.50%	-0.05%
Additional return generated	0.96%	0.97%
Adjusted without long-term local authority investments	0.67%	0.08%

* LIBID (London Interbank BID interest rate)

37. Returns on investments have benefited from the four long-term local authority investments detailed in **paragraph 33**, as these were entered into at an average rate of 4%. The average return in 2020/21 has outperformed the

benchmark, although this is lower than the return achieved in 2019/20, for the reasons explained above.

38. A copy of the counterparty list as at 30 September 2020 is shown at **Appendix 4**.

Non-treasury investments

39. The definition of investments in CIPFA's revised Treasury Management Code now covers all the financial assets of the Council as well as other non-financial assets which the Council holds primarily for financial return. The revised Investment Guidance from MHCLG broadened this definition further to include loans and investments for service purposes.
40. The County Council currently has one non-treasury investment. This non-treasury investment made for service purposes is a 49% share in the company Entrust which provides education support services to schools. At 31 March 2020, the Council's share in Entrust had a nil value.

Compliance with Treasury Limits and Prudential Indicators

41. It can be certified that for the half year ended 30 September 2020:
- (i) in accordance with Financial Regulations, the Treasury Management Panel chaired by the County Treasurer and comprising other senior finance officers, met regularly to consider treasury matters;
 - (ii) all treasury related transactions were undertaken by authorised officers and within the limits approved by the County Council; and
 - (iii) all investments were to counterparties on the Lending List current at the time and fully met the requirements of relevant legislation.
42. As previously discussed in this report the Council has a large cash holding for the financial year 2020/21. This fact has been regularly discussed by the Treasury Management Panel and arrangements made for the secure deposit of cash in line with the Annual Investment Strategy. The impact of this is that the variable interest rate prudential limit was exceeded. This indicator is calculated based on the highest expected cash balance in the year which, as a result of additional grant announced after the budget setting process, has been higher than forecast. In view of this the indicator is being revised from £183million to £255million.
43. The latest position for Treasury Management Prudential Indicators is shown in **Appendix 2**.

Rob Salmon
County Treasurer

Background Documents

1. Treasury Management in the Public Services: Code of Practice (CIPFA) (2017)
2. Prudential Code for Capital Finance in Local Authorities (CIPFA) (2017)

3. The Local Authorities (Capital Finance and Accounting) (England) Regulations 2003
4. Statutory Guidance on Local Government Investments – Issued under Section 15(1) (a) of the Local Government Act 2003 (2018)
5. Statutory Guidance on Minimum Revenue Provision – Issued under section 21 (1A) of the Local Government Act 2003 (2018)
6. Localism Act 2011 – Guidance on the General Power of Competence in sections 1 to 6.

Contact Details

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Equalities Implications – There are no equalities implications arising from this report.

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 contained within the body of the report.

Risk Implications – Counterparty and interest rate risk arising as a result of Treasury Management activity have been considered in the body of this report.

Climate Change Implications – There are no climate change implications arising from this report.

Health Impact Assessment screening – There are no health impact assessment implications arising from this report.

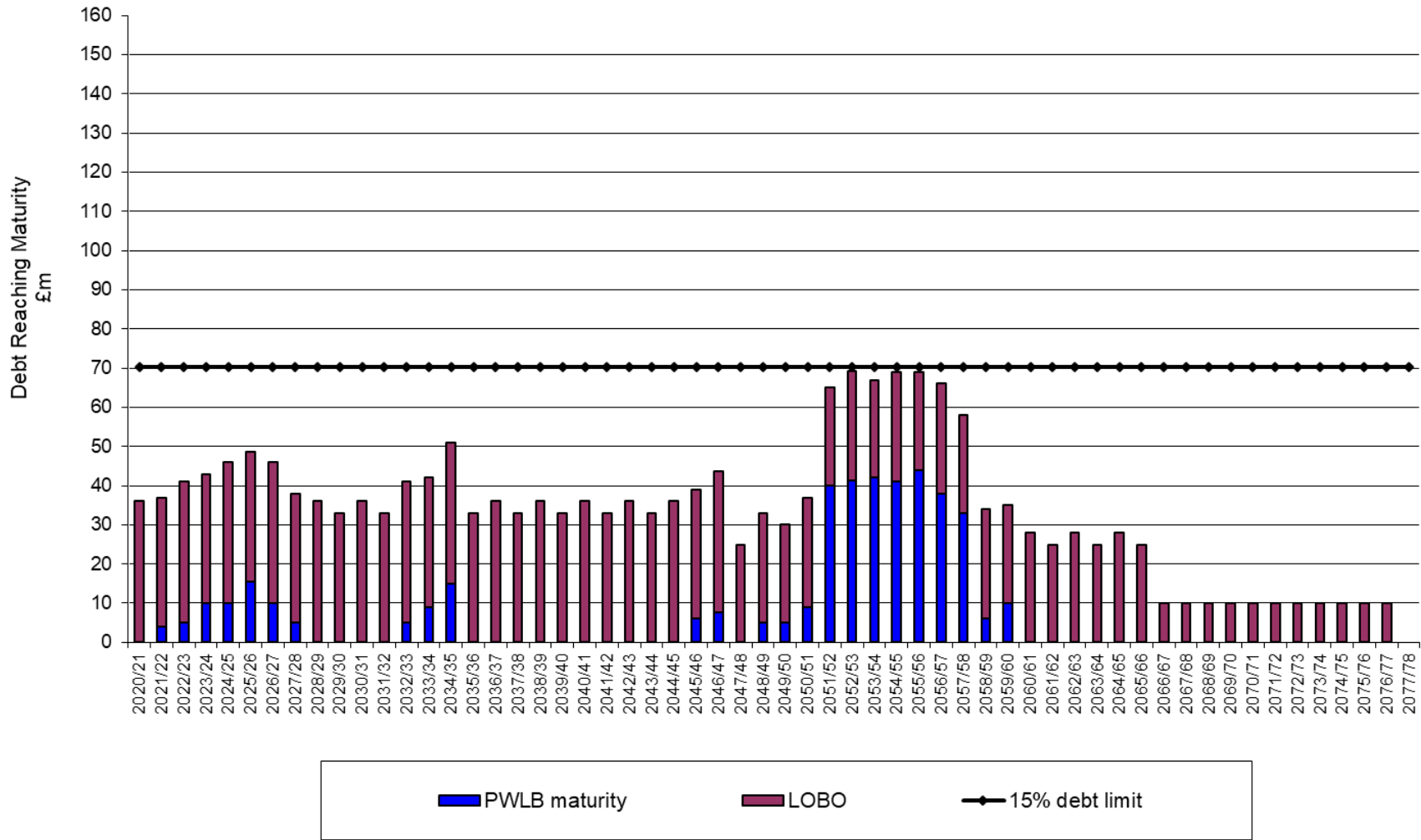
Staffordshire County Council

Cabinet
18 November 2020

Prudential Indicators for Treasury Management

Indicator	Estimated Limit 2020/21	Actual Position at 30/09/20
1. External Debt		
Authorised Limit for borrowing	£640m	£468m
Authorised Limit for other liabilities	£252m	£242m
TOTAL	£892m	£710m
Operational Boundary for borrowing	£518m	£468m
Operational Boundary for other liabilities	£252m	£242m
TOTAL	£770m	£710m
External Loans	£468m	£468m
<p><i>The Authorised Limit is the maximum level of external borrowing which should not be exceeded. It is linked to the estimated level of borrowing assumed in the Capital Programme.</i></p> <p><i>The Operational Boundary represents the County Treasurer's estimate of the day to day limit for treasury management activity based on the most likely i.e. prudent but not worst-case scenario.</i></p> <p><i>"Other liabilities" relate to PFI schemes which are recorded in the Council's accounts.</i></p>		
2. Interest Rate Exposures		
a. Upper Limit (Fixed)	£565m	£468m
b. Upper Limit (Variable)	(£255m)	(£212m)
<p><i>The Council sets upper limits of fixed and variable borrowing and investments. The effect of setting these upper limits is to provide ranges within which the Council will manage its exposure to fixed and variable rates of interest. Negative figures are shown in brackets; these relate to the "high-point" of investments at a variable rate which are not offset by variable borrowings. The exposure to variable rate movements has been reduced by the use of cash in lieu of borrowing.</i></p>		
3. Maturity Structure of Borrowing		
See Graph at Appendix 3		
<p><i>This indicator relates to the amount of loans maturing in specified periods. The overarching principle is that steps should be taken from a risk management point of view to limit exposure to significant refinancing risk in any short period of time. The Council currently applies the practice of ensuring that no more than 15% of its total gross fixed rate loans mature in any one financial year.</i></p> <p><i>Because this is a complex situation for the Council, involving PWLB loans, LOBO loans with uncertain call dates and the use of internal cash, specific indicators have not been set. Instead the Council will manage its exposures within the limits shown on the graph at Appendix 3. This graph shows all LOBO call options on a cumulative basis; in fact the actual pattern of repayment, although uncertain, will not be of this magnitude.</i></p>		
4. Total principal sums invested for periods longer than a year	£95m	£30m
<p><i>Any investments made for over longer than a year will be in accordance with the County Council's limits on non-standard investments.</i></p>		

County Council loan maturity profile at 30 September 2020



Appendix 4

Approved Counterparty List - September 2020	
	Time Limit
<i>Regulation Investments</i>	
Debt Management Office	12 months
UK Government T-bills	6 months
UK Local Authority	12 months
<i>Banks and Building Societies</i>	
Barclays	35 days
Lloyds	35 days
HSBC	35 days
Nationwide	35 days
Santander	35 days
<i>MMF</i>	
Black Rock	same day
Insight	same day
Federated	same day
Aberdeen	same day
State Street (SSGA)	same day
<i>Enhanced MMF</i>	
Royal London Cash Plus	3 day notice

Cabinet – 18 November 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
Deputy Leader and Cabinet Member for Economy and Skills	In approving the development of a specific Staffordshire business start-up interest-free loan pilot scheme targeted at individuals at risk of or experiencing redundancy due to the COVID-19 crisis with a business idea in our priority sectors (not excluding other sectors with a good business idea), including the allocation of c£0.100M of funding to the project from the Emergency Grant scheme residual pot.
Cabinet Member for Environment, Infrastructure and Climate Change	In approving the 2020/21 Climate Change Action Plan including the Community Climate Action Fund.
Deputy Leader and Cabinet Member for Economy and Skills	In approving the entering into a financial arrangement with East Staffordshire Borough Council (ESBC) to deliver an enhancement of the public realm on High Street, Burton upon Trent, between its junctions of Station Street and Market Place.

Report author:

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

List of Background Papers - Cabinet Members Delegated Decision Nos. 511 - 513

FORWARD PLAN OF KEY DECISIONS

Period: 16 December 2020 - 21 April 2021

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 – Alan White
Deputy Leader and Cabinet Member for Economy and Skills – Philip White
Cabinet Member for Health, Care and Wellbeing – Johnny McMahon
Cabinet Member for Finance and Resources – Mike Sutherland
Cabinet Member for Highways and Transport – David Williams
Cabinet Member for Children and Young People – Mark Sutton
Cabinet Member for Education (and SEND) – Jonathan Price
Cabinet Member for Commercial – Mark Deaville
Cabinet Member for Communities and Culture – Victoria Wilson
Cabinet Member for Environment, Infrastructure and Climate Change – Julia Jessel

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

Forward Plan of Key Decisions
Period: 16 December 2020 - 21 April 2021

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
December 2020	Public	<p>Mitigation Plans for Cannock Chase Special Area of Conservation (Victoria Wilson)</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 parking and site infrastructure.</p>		N/A	<p>Janene Cox (Tel: (01785) 278368)</p> <p>Service Area: Rural County</p>
December 2020	Public	<p>West Midlands Rail Ltd (WMRL) - Governance Evolution (Philip White)</p> <p>Staffordshire County Council has been an active member of West Midlands Rail Ltd (WMRL) since its establishment and has enabled the County Council to have greater local influence and involvement over local rail services including the specification and ongoing management of the West Midlands Rail Franchise. WMRL and trading as West Midlands Rail Executive (WMRE) has developed a strong reputation and has been effective at promoting and delivering change and investment in the region's rail network. However, there is a desire for WMRL to</p>		N/A	<p>Clive Thomson (Tel: 01785 276522)</p> <p>Service Area: Sustainable and Connected County</p>

Anticipated Date of Decision	Public or Private Decision	Title and Description	Background Documents	Consultation	Contact Officer
		<p>evolve its existing governance arrangements and strengthen its relationship with the Mayor of the West Midlands. This will help to increase its ability to achieve its policy aims and continue to deliver local leadership for local rail services by working with the rail industry to deliver a step change in rail services across the WMRL geography. The proposed amendments include:</p> <ul style="list-style-type: none"> • Changes to the Articles of Association, which in summary permit for the Mayor of the West Midlands to become a non-Director, non-voting Chair of WMRL, and also for the creation of two new Vice Chair roles. • The delegation of the powers described in 3.1(i) of the WMRL Articles of Association to the Mayor as Chair of WMRL. This is a wide power that will enable the Mayor as Chair to represent and publicise WMRL through lobbying and related activities and survey to advance WMRL's purpose. As required under the Articles of Association any such changes can only be amended by a Special Resolution of the Members eligible to vote. Under the provisions of the Articles, these Members are defined as the Local Transport Authorities (LTAs). This means the seven Shire and Unitary authorities (Staffordshire, Worcestershire, Warwickshire, Herefordshire, Shropshire, Telford and Wrekin and Northamptonshire) and the West Midlands Combined Authority. Following an approval in principle by the WMRL Board of Directors on 			

Anticipated Date of Decision	Public or Private Decision	Title and Description	Background Documents	Consultation	Contact Officer
		15th September 2020 to the proposed changes to the Articles, it is now necessary for these governance changes to be taken through the individual governance requirements of each of the respective Members as defined above. For Staffordshire County Council to secure approval to cast its vote in favour of the special resolution required under the WMRL Articles of Association to enable the authorisation of the proposed changes to their governance (scheduled to be taken on 19th January 2021 at a special meeting of the Board), a decision is required to be made by Staffordshire County Council Cabinet no later than end of December 2020.			
December 2020	Public	Strategic Plan and Medium Term Financial Strategy 2021 - 2026 (Cabinet Member for Finance and Resources (Mike Sutherland)) To update Cabinet with progress on the Strategic Plan and Medium Term Financial Strategy.		In addition to the general budget consultation, any specific consultation, if appropriate, will be determined by the nature of any issues raised in the Strategic Plan and Medium Term Financial Strategy	Rachel Spain (Tel: 01785 854455) Service Area: Finance
December 2020	Public	Communities Principle Update (Cabinet Member for Communities and Culture (Victoria Wilson)) Update on the Communities principle and associated plans		None at this stage	Janene Cox, Andrew Donaldson (Tel: (01785) 278368, Tel: 01785

Anticipated Date of Decision	Public or Private Decision	Title and Description	Background Documents	Consultation	Contact Officer
					278399) Service Area: Corporate
December 2020	Public	<p>SEND Strategy (Jonathan Price) The new SEND and Inclusion Strategy sets out our vision for people with Special Educational Needs in Staffordshire. Cabinet will be asked to consider approval of the new Strategy, noting the engagement and consultation process completed during its development, and subsequent to this to support implementation of the Strategy, and ensure that it is used to inform commissioning of services.</p>		Parents, Professionals, Children and Young People	Julie Day (Tel: 01785 895372) Service Area: Vulnerable Learners
December 2020	Public	<p>North Staffordshire Ministerial Direction for Nitrogen Dioxide - Project Update (Julia Jessel, David Williams) 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	Clive Thomson (Tel: 01785 276522) Service Area: Connected and Sustainable County

Anticipated Date of Decision	Public or Private Decision	Title and Description	Background Documents	Consultation	Contact Officer
December 2020	Public	<p>Digital Strategy and Programme (Mike Sutherland)</p> <p>Digital is a constantly evolving and reshaping element of the environment in which we live and work, and as an authority we want to develop and embrace the opportunities that digital offers us. We want to develop our digital services so that people find them the most straightforward and convenient options. Our Digital Strategy and Programme sets out the vision for a digital first organisation and the steps that we will take to develop this.</p>		Corporate Services	Andrew Donaldson (Tel: 01785 278399) Service Area: None
December 2020	Private	<p>Waste Disposal Arrangements in the North of Staffordshire from 2025 (Julia Jessel, Mark Deaville)</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	Clive Thomson (Tel: 01785 276522) Service Area: Sustainability and Waste Management
January 2021	Public	<p>Strategic Plan and Medium Term Financial Strategy 2021 - 2026 (Cabinet Member for Finance and Resources (Mike Sutherland))</p> <p>To update Cabinet with progress on the Strategic Plan and Medium Term Financial Strategy.</p>		In addition to the general budget consultation, any specific consultation, if appropriate, will be determined by the nature of any issues raised in the Strategic Plan and Medium Term Financial Strategy.	Rachel Spain (Tel: 01785 854455) Service Area: Finance

Anticipated Date of Decision	Public or Private Decision	Title and Description	Background Documents	Consultation	Contact Officer
January 2021	Private	<p>Contract for the Supply of Gas and Associated Services (Mark Deaville) The contract covers the supply of gas and associates services to the SCC (20%) and Entrust (80%) portfolio. The spend value is estimated at £5m per year across 800 supply points.</p>		N/A	Ian Turner (Tel: 01785 277228) Service Area: Commercial and Assets
January 2021	Public	<p>Strategic Plan and Medium Term Financial Strategy 2021 - 2026 (Cabinet Member for Finance and Resources (Mike Sutherland)) To update Cabinet with progress on the Strategic Plan and Medium Term Financial Strategy.</p>		In addition to the general budget consultation, any specific consultation, if appropriate, will be determined by the nature of any issues raised in the Strategic Plan and Medium Term Financial Strategy	Rachel Spain (Tel: 01785 854455) Service Area: Finance
February 2021	Public	<p>Integrated Performance Report 2020-21 - Quarter 3 (Mike Sutherland, Alan White) 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	Rob Salmon, Andrew Donaldson (Tel: (01785) 27 6354, Tel: 01785 278399) Service Area: Corporate Services
February 2021	Public	<p>Implementation of the updated Staffordshire County Council Education Infrastructure Contributions Policy (SEICP) (Jonathan Price) Legislation requires that housing</p>		Families and Communities SLT, Local Planning Authorities, Neighbouring	Tim Moss (Tel: 01785 277963) Service Area: Families and Communities

Anticipated Date of Decision	Public or Private Decision	Title and Description	Background Documents	Consultation	Contact Officer
		development should mitigate its impact on community infrastructure, including schools. "Developer contributions" towards new school places should provide both funding for construction and land where applicable. Following the publication of new Department for Education (DfE) guidance on "Securing developer contributions for education", the team established a policy working group to update the current policy. If adopted, the updated policy "Staffordshire Education Infrastructure Contributions Policy (SEICP)" will enable additional developer contributions, for funding for construction and land, to be secured towards the provision of Special Education Needs and Disability (SEND) places, home to school travel (mainstream) and home to school travel (SEND).		Authorities, Internal colleagues from relevant disciplines, planning portal regular consultees, SCC members, The Knot publication, Reps from local Diocese.	
February 2021	Public	Climate Change Action Plan Update (Julia Jessel) An update for Cabinet on the delivery of the County Council's Climate Change Action Plan.		N/A	Tim Cooper (Tel: 01785 276204) Service Area: Economy, Infrastructure and Skills
March 2021	Public	Capital Programme for Schools 2021/2022 (Jonathan Price) Schedule of school projects to provide additional places through the expansion or construction of new schools to meet the need. The works will be procured via Staffordshire County Council's construction framework agreement.		N/A	Ian Turner (Tel: 01785 277228) Service Area: Strategic Property

Anticipated Date of Decision	Public or Private Decision	Title and Description	Background Documents	Consultation	Contact Officer
April 2021	Public	<p>Integrated Performance Report 2020-21 - Quarter 4 (Mike Sutherland, Alan White) 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	Rob Salmon, Andrew Donaldson (Tel: (01785) 27 6354, Tel: 01785 278399) Service Area: Corporate Services

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