

Cabinet

Wednesday 21 July 2021

10:00

Oak Room, County Buildings, Stafford

NB. The meeting will be webcast live which can be viewed here -

<https://staffordshire.public-i.tv/core/portal/home>

John Tradewell
Director of Corporate Services
13 July 2021

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 16 June 2021** (Pages 1 - 6)
4. **Leader's Update**

Oral report of the Leader of the Council
5. **Minutes of the meeting of the Property Sub-Committee held on 7 July 2021** (Pages 7 - 8)
6. **Update from Covid Member Led Local Outbreak Control Board** (Pages 9 - 10)
7. **Staffordshire Means Back to Business - Oral Update**

Deputy Leader and Cabinet Member for Economy and Skills
8. **Intensive Support for Staffordshire Children with Disabilities** (Pages 11 - 52)

Cabinet Member for Children and Young People and Cabinet Member for Education (and SEND)
9. **Future Delivery of Replacement Care Services in Staffordshire (Learning Disabilities)** (Pages 53 - 74)

Cabinet Member for Health and Care
10. **Child Exploitation and Missing Children & Young People Service** (Pages 75 - 82)

Cabinet Member for Children and Young People

11. **Public Health Contracting Plans** (Pages 83 - 92)
Cabinet Member for Health and Care and Cabinet Support Member for Public Health and Integrated Care.
12. **Recommissioning of Staffordshire Integrated Advocacy Service** (Pages 93 - 104)
Cabinet Member for Health and Care and Cabinet Member for Children and Young People
13. **UK Community Renewal Fund - Priority Projects** (Pages 105 - 114)
Deputy Leader of the Council and Cabinet Member for Economy and Skills
14. **Waste Management - Retender for the Disposal of Sweepings and Gully Waste** (Pages 115 - 126)
Cabinet Member for Environment, Infrastructure and Climate Change
15. **Integrated Performance Report - Quarter 1 2021/22** (Pages 127 - 162)
Leader of the Council and Cabinet Member for Finance and Resources
16. **Framework Agreement for the Provision of Asbestos Removal and Encapsulation Services** (Pages 163 - 170)
Cabinet Member for Commercial Matters
17. **Decisions taken by Cabinet Members under Delegated Powers** (Pages 171 - 172)
18. **Forward Plan of Key Decisions** (Pages 173 - 176)
19. **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”.
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PART TWO

(All reports in this section are exempt)

20. **Proposed Sale of Former Burntwood Children's Services Office and Oakdene Day Centre, Sycamore Road, Burntwood** (Pages 177 - 190)
(Exemption paragraph 3)
Cabinet Member for Commercial Matters

Membership

Alan White (Chairman)	Johnny McMahon
Mark Deaville	Victoria Wilson
Mark Sutton	Julia Jessel
Philip White	David Williams
Jonathan Price	Ian Parry
Charlotte Atkins	Simon Tagg

Note for Members of the Press and Public

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DECISION NOTICE

Cabinet Meeting - 16 June 2021

Present: Mark Deaville, Julia Jessel, Ian Parry, Jonathan Price, Mark Sutton, Simon Tagg, Alan White (Chairman), Philip White, David Williams, Victoria Wilson.

Cabinet Support Member in attendance - Johnny McMahon

Also in attendance - Charlotte Atkins and Keith Flunder

PART ONE

1. Declarations of Interest in accordance with Standing Order 16

The following Member declared an interest in accordance with Standing Order 16.5:-

Member	Minute Nos.	Interest	Reason
Mark Deaville	5	Personal	Owner of a small business

2. Decision notice of the meeting held on 21 June 2021

Decision – That the notes of the meeting held on 21 April 2021 be approved.

3. Leader's Update

Decision – That the oral report of the Leader of the Council giving an update on a range of issues including the Council's ongoing response to and recovery from the coronavirus pandemic; the Prime Minister's announcement of a four week delay in the lifting of restrictions; the rising cases of the Covid Delta variant across the country, and in particular locally in and around Leek; the need to keep following the guidance - get tested regularly, and book your vaccine as soon as you can; the recent news that Newcastle-under-Lyme has secured a £23.6m Town Deal from Government; the launch the Council's free holiday food and activities programme to support children who receive free school meals; and Uttoxeter swim sensation Adam Peaty winning four gold medals at the European Championships last month; be noted.

4. Minutes of the meeting of the Property Sub-Committee held on 2 June 2021

Decision – That the minutes of the meeting of the Property Sub-Committee held on 2 June 2021 be received.

5. Update from Covid 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 number of new cases nationally and in Staffordshire rising over the last four weeks, largely due to the emergence of the delta variant of the virus; the Covid vaccination programme was continuing to make excellent

progress with 1,000,000 doses being administered to Staffordshire residents with uptake of two doses being close to 95% in over 65s, and 80% in 50 to 64 year olds; and the Council's plans to maintain Covid defences for at least the next financial year.

Decision – That the report be received.

6. Staffordshire Means Back to Business - Oral Update

Decision – That the oral report of the Deputy Leader and Cabinet Member for Economy and Skills giving an update on “Staffordshire Means Back to Business” activity including the following matters be noted:

(i) Whilst the delay in easing restrictions by central government was understood, the impact on the hospitality sector was of deep concern.

(ii) The number of people on some form of government job support scheme in Staffordshire was estimated to be lower than the rest of the country, 16% compared to 19% nationally, and had decreased slightly over the last month as more workers on furlough and Universal Credit returned to work.


(iii) Figures released this week showed that 4.4% of the county population claimed out-of-work benefits in May, a fall from the previous month, when the figure was 4.6%. The regional figure is 7% and national 6.1%.

(iv) The economic recovery could also be seen in the job vacancy figures which increased by 9% in Staffordshire between April and May, equivalent to 2,100 more job vacancies. This improvement in recruitment had seen vacancy levels rise above those seen prior to the start of the pandemic.

(v) The key areas of support for the Staffordshire economy through the Staffordshire Means Back to Business strategy including:

- Staffordshire Start-Up Loans - Launched in December 2020 - £250,000 pilot to support businesses
- Staffordshire To Thrive Grants - Supported by our partners Newcastle under Lyme, Staffordshire Moorlands Borough Council, South Staffordshire Council and Tamworth Borough Council - £370,000
- Staffordshire Apprenticeship 500 initiative - Pays a grant of £5,000 to employers who recruit a new apprentice
- Nil Cost Training Top Up - an initiative that enables small and medium employers to access training that is needed to help reskill or upskill their employees and supports the businesses in their recovery from Covid restrictions or to access new markets and ways of working.
- Ignite - a new 3-year programme of free advice, workshops mentoring and support for students in year 12/13 looking to set up their own business in Staffordshire.



7. Executive Responses for All Party Working Groups

	<p>“The County Council has an ambitious agenda to deliver benefits for our residents through driving economic growth and transforming public services to help deliver better lives for Staffordshire people. In view of the scale and complexity of our strategy, frontline members have a key role to play in driving forward our thinking.</p> <p>In 2020-21 this has included All Party Working Groups, as a forum taking an overview, to help inform thought leadership through an informed debate on long term issues that affect all the communities of Staffordshire.”</p> <p>Alan White, Leader of the Council</p>
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Reasons for the Decision – To consider the initial Executive Responses from the portfolio holders with regards to the recommendations from the two All Party Working Groups and the investigations focusing on Aspiration, Future Economy and Enterprise and Communities and Isolation, which identified a number of issues for Cabinet to consider.

Decision – That the initial executive responses of portfolio holders to the All Party Working Group recommendations be received.

8. Final Financial Outturn 2020/21

	<p>“Coping with the Covid-19 pandemic continues to put extra pressures on our finances, but we continue to manage them effectively and target our resources where they are needed most.</p> <p>As a county council we will maintain our sound management, despite the challenges, to keep us in as strong a position as possible and ensure that we provide good value for money for our communities. In addition to supporting those who are most in need, we are looking to invest in reigniting our economy through investment in skills, training and supporting businesses to adjust to a post-pandemic world.”</p>
	<p>Alan White, Leader of the Council</p> <p>“We were in a stable position financially before the pandemic hit but like all councils its impact has been significant. We have adapted and targeted our services, with many of our employees taking on additional roles and hours.</p>

	<p>Since the 2020/21 budget was set the Covid-19 pandemic struck, needing a combined response from the public sector to support health initiatives and the economy. We have had additional funds and grants worth over £110m from central government to help deal with the effects of the pandemic. These have been used to help reduce the additional pressures of continuing to provide vital services while protecting our residents and businesses.</p> <p>At the end of 2020/21, the financial outturn position is a saving of £1.9m, which is 0.4 per cent of our overall budget – a budget of half a billion pounds – and this has been achieved during a global pandemic. The capital programme shows expenditure of £132m as we have continued to make significant investment in Staffordshire, again achieved during a pandemic year.”</p> <p>Ian Parry, Cabinet Member for Finance and Resources</p>
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Reasons for the Decision – To consider the 2020/21 final financial outturn position of the county council including delivery of the Medium Term Financial Strategy.


Decision – (a) That the final outturn position be noted.

(b) That the request for £591,000 to be carried forward from the Health and Care underspend for future commitments be approved.

(c) That the capital financing arrangements, as set out in Appendix 3 to the report, including the capitalisation of transformational revenue expenditure, be approved.

9. National Bus Strategy - Enhanced Partnership

Note by Clerk: The Chairman agreed that this item be added to the agenda as an urgent item of business.

	<p>“The Government’s National Bus Strategy offers this authority an opportunity to work with operators to bid for money to update old vehicles, improve passenger facilities and encourage bus companies to innovate for the future. While we need to understand any residual costs for Staffordshire taxpayers, there is the potential to fund cleaner, more modern buses and make it easier, cleaner and more convenient for passengers.”</p> <p>David Williams, Cabinet Member for Highways and Transport.</p>
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Reasons for the Decision – To consider whether the County Council, as the Local Transport Authority, should form an Enhanced Partnership or Franchise model by end of

June 2021 as part of the Department for Transport's recently published National Bus Strategy.

Decision – (a) That the County Council commits to developing an Enhanced Partnership (EP), as outlined within the National Bus Strategy (NBS).

(b) That it be noted that additional capacity funding of £100k has been received to date, and further capacity funding is expected to be announced following confirmation of intention to work towards an EP.

(c) That the implications for the local bus network in Staffordshire, should it be decided not to develop an EP, be noted.

(d) That the potential impact on other DfT funding opportunities (not public transport related), should it be decided not to develop an EP, be noted.

10. 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 proposals for the usage of the additional income from the COVID-19 Winter Grant Scheme.
Cabinet Member for Finance and Resources	In approving the implementation and commencement of a new, bespoke apprentice pay structure for all apprentices recruited into Staffordshire County Council.
Cabinet Member for Children and Young People	In approving proposals in respect of the delivery of the Department for Education's (DfE) Holiday Activities and Food (HAF) Programme during Summer 2021
Cabinet Member for Children and Young People	In approving proposals for the usage of the additional income from the COVID-19 Local Support Grant

11. Forward Plan of Key Decisions

The Forward Plan of Key Decisions for the period 21 July to 17 November 2021, which detailed the following issues, was approved:

Subject Matter	Contact
Outcome Focused 1-1 Support, and Home Care and Community Support (Including Domiciliary Care) for Staffordshire Children with Disabilities	Name: Natasha Moody Tel: 07976 191079
Disability Facility Grant Funding 2021/22	Name: Andrew Jepps Tel: (01785) 278557
Integrated Performance Report - Quarter 1 2021/22	Name: Kerry Dove / Rob Salmon

	Tel: (01785) 276354
Recommissioning of Staffordshire Integrated Advocacy Services (Cabinet Member for Health and Care	Name: Andrew Jepps Tel: (01785) 278557
Public Health Commissioning Plans	Name: Anthony Bullock Tel: (01785) 276649
Child Exploitation and Missing Children & Young People Service	Name: Natasha Moody Tel: 07976 191079
UK Community Renewal Fund - Priority Projects	Name: Anthony Baines Tel: (01785) 895984
Future Delivery of Replacement Care Services in Staffordshire (Learning Disabilities)	Name: Dr Richard Harling Tel: (01785) 278700
Retender for Disposal of Sweepings	Name: Clive Tompson Tel: (01785) 276522
Framework Agreement for the Provision of Asbestos Removal and Encapsulation Services	Name: Ian Turner Tel: (01785) 277228
Treasury Management Outturn Report 2020/21	Name: Rob Salmon Tel: (01785) 276354
Proposed 1FE Expansion at Oldfields Hall Middle School, Uttoxeter	Name: Tim Moss Tel: (01785) 277963
Recommissioning of Care Home Services	Name: Helen Trousdale Tel: (01785) 277008
Entrust Service Delivery Agreement	Name: Ian Turner Tel: (01785) 277228
Household Waste Recycling Centre Update	Name: Clive Tompson Tel: (01785) 276522
Treasury Management Half Yearly Report 2021/22	Name: Rob Salmon Tel: (01785) 276354

Alan White
Leader of the County Council

Minutes of the Property Sub-Committee Meeting held on 7 July 2021

Present: Alan White (Chairman)

Jonathan Price

Apologies: Philip White, Mark Deaville and Ian Parry

PART ONE

10. Declarations of Interest

There were no Declarations of Interest on this occasion.

11. Minutes of the Meeting held on 2 June 2021

RESOLVED – That the minutes of the meeting held on 2 June 2021 be confirmed and signed by the Chairman.

12. 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.

13. Holding No.95 Three Lane Ends, Newborough, Burton-upon-Trent Staffordshire DE13 8RY - Proposed Sale - Exemption paragraph 3

Details were submitted of the terms for the proposed sale of Holding No.95 Three Lane Ends, Newborough, Burton-upon-Trent Staffordshire DE13 8RY comprising of 76.12 acres.

RESOLVED - That approval be given for the sale of to the letting of Holding No.95 Three Lane Ends, Newborough, Burton-upon-Trent Staffordshire DE13 8RY comprising of 76.12 acres, on the Terms indicated in the report.

14. The former site of the Hagley Park Sports College, Burnthill Lane, Rugeley, WS15 2HZ - Proposed Early Surrender of Lease - Exemption paragraph 3

Details were submitted for the proposed early surrender of the lease of the former site of the Hagley Park Sports College, Burnthill Lane, Rugeley, WS15 2HZ to Creative Education Trust.

RESOLVED – That the lease to Creative Education Trust be surrendered and that the Assistant Director for Commercial and Assets be given delegated authority to implement the surrender.

Chairman

Local Members Interest
N/A

Cabinet - Wednesday 21 July 2021

Update from Covid Member Led Local Outbreak Control Board

Introduction

1. The number of new cases nationally and in Staffordshire continues to rise steeply, and cases are particularly high in Tamworth. However the vaccination programme appears to be successfully limiting the number of hospitalisations and deaths. This has given the Government the confidence to announce that Step 4 on the national roadmap will proceed from 19 July.
2. Many residents and businesses will welcome the release of Covid restrictions. It is important to remember that the virus does still pose a threat. People should exercise personal responsibility and continue to take sensible precautions to limit the spread of infection. If cases continue to increase there is the possibility that even with the lower risk of complications, we might start to see pressure on the NHS that could lead to a reimposition of restrictions. Many people are also anxious about the restrictions lifting and it is important that we are Covid secure so that they can feel confident to enjoy their freedoms safely.

Covid vaccination

3. The Covid vaccination programme continues to make excellent progress and is ongoing. The NHS has now administered nearly 1,200,000 doses to Staffordshire residents. The NHS is now offering first doses to all adults. Uptake of two doses is close to 95% in over 65s, 80% in 50 to 64 year olds, but lower in younger adults. It is important that people get both doses of the vaccine to provide good protection against the delta variant. The Government has also announced the people who have had two doses will enjoy greater freedoms to travel and from 16 August will not have to isolate automatically if they are in close contact with a case.

Planning for 2021/22

4. The Council is planning to maintain Covid defences for at least the remainder of 2021/22. This includes testing, contact tracing and isolation of cases and close contacts, as well as managing outbreaks and supporting the most vulnerable. These arrangements are set out in our Covid Local Outbreak Management Plan. This will be updated as further details emerge about post 19 July Government policy for controlling Covid.

List of Background Documents/Appendices:

[Staffordshire Covid Local Outbreak Management Plan](#)

Contact Details

Report Author: Dr Richard Harling
Job Title: Director for Health and Care
Telephone No.: 01785 278700
E-Mail Address: richard.harling@staffordshire.gov.uk

Cabinet Meeting on Wednesday 21 July 2021

Intensive Support for Staffordshire Children with Disabilities



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

“Whilst we know that families value the support they receive, we aspire to improve it further and make it easier to receive this as early as possible.

This not only helps prepare these young people for when they move into adulthood, but helps reduce the long-term demand on services.”



Cllr Jonathan Price, Cabinet Member for Education (and SEND) said,

“This proposal builds on work implemented since 2018 to develop choice, quality and value for money in the provision of support for children with disabilities. The current framework has continued to meet the needs of this group of children and young people, despite an increase in demand over that period

The key here is to redouble our efforts to ensure parents understand what support is available without a formal Social Care assessment, to allow them to continue to care for their children in a way which is sustainable for them and remains affordable for the local authority in the medium to long term.”

Report Summary:

Staffordshire County Council (SCC) has a legal duty to ensure Children’s Community Support (including Domiciliary Care) provision is in place to support children, young people with a range of disabilities who have been assessed by a suitably qualified Social Worker as being eligible for a personal care service within the family home and local community.

Providers support children and young people with a range of disabilities, including children and young people with physical and learning disabilities, autism and challenging behaviours, and many children have multiple needs. They provide a range of care packages across Staffordshire which are tailored to the specific needs of eligible children and young people.

Similarly, SCC also has a legal duty to offer a range of commissioned community short breaks opportunities, ranging from community-based breaks of a few hours, to overnight short breaks for Children with Disabilities under the Breaks for Carers of Disabled Children regulations 2011.

This programme of support is known as 'Aiming High for Children with Disabilities' in Staffordshire, and augments our in-house and commissioned Overnight Short Breaks Units, and the support of Short Breaks Foster Carers in providing the range of short breaks for children to give parents and carers a meaningful short break from their caring responsibilities in order that they can maintained for the long term.

SCC currently commissions a range of providers from across Staffordshire to deliver Children's Community Support and Short Breaks on behalf of the local authority, though these are currently commissioned and contracted as two separate support programmes. This proposal advocates the benefits of bringing these arrangements together under 1 commission, to provide more flexible, responsive support that draws on children and families' existing strengths, and focuses on development, independence, preparedness for adulthood, and cost effectiveness.

Recommendations

We recommend that Cabinet:

- a. Brings the commissioning of the previously separate arrangements for Children With Disabilities' Community Support and Aiming High 1-1 intensive support and short breaks together into one contracting arrangement, to achieve a more seamless and flexible system of support for eligible children, and one that is administratively more efficient for SCC to manage;
- b. Supports the open tender approach and implementation of a Flexible Framework (including delegated approval to relevant officers to award contracts) detailed in the costed Options Appraisal to secure the required provision at optimal Value for Money commencing from April 1st 2022;
- c. Notes the regular break clauses in the proposed contracts (2+1+1 years), which will allow time to develop joint approaches to the commissioning and procurement of this provision with Adult Social Care colleagues and other Authorities including with other West Midlands Authorities to attempt to overcome the current challenges for providers (and especially new entrants) with respect to service volumes; and
- d. Uses the first two years of the new contract to further investigate the merits and risks associated with In-house delivery of this support, and the efficacy of this model within the proposed new Children's System, as the Options Appraisal demonstrated a number of potential strengths to this approach.

Local Members Interest
N/A

Cabinet – Wednesday 21 July 2021

Intensive Support for Staffordshire Children with Disabilities

Recommendations of the Cabinet Member for Children and Young People, and the Cabinet Member for Education (and SEND):

We recommend that Cabinet:

- a. Brings the commissioning of the previously separate arrangements for Children With Disabilities' Community Support and Aiming High 1-1 intensive support and short breaks together into one contracting arrangement, to achieve a more seamless and flexible system of support for eligible children, and one that is administratively more efficient for SCC to manage;
- b. Supports the open tender approach and implementation of a Flexible Framework (including delegated approval to relevant officers to award contracts) detailed in the costed Options Appraisal to secure the required provision at optimal Value for Money commencing from April 1st 2022;
- c. Notes the regular break clauses in the proposed contracts (2+1+1 years), which will allow time to develop joint approaches to the commissioning and procurement of this provision with Adult Social Care colleagues and other Authorities including with other West Midlands Authorities to attempt to overcome the current challenges for providers (and especially new entrants) with respect to service volumes; and
- d. Uses the first two years of the new contract to further investigate the merits and risks associated with In-house delivery of this support, and the efficacy of this model within the proposed new Children's System, as the Options Appraisal demonstrated a number of potential strengths to this approach.

Reasons for Recommendations:

1. The preferred option identified offers the following **strengths**:
 - a. Allows access to different levels of support within one contracting arrangement
 - b. Access to a wide range of providers for families and social care professionals
 - c. Flexibility to step up/down support as required across all elements of home care and community support
 - d. More choice of service types to offer families, better tailored to their needs at any one time
 - e. Potential cost saving by eliminating any overlap of services (especially between 1:1 life skills & lower level community support for children with an assessed Social Care need)
 - f. Ability to better meet the needs of more complex children within the existing financial envelope

2. The preferred option also offers the following **opportunities**
 - a. Encourages more providers who can offer lower levels of support onto the framework, could also lead to providers wishing to 'upskill' carers to deliver more complex packages, to grow their business
 - b. Opportunities for joint working as support is stepped up and down, especially with lower threshold community-based services and family support
 - c. Encourages price competitiveness amongst providers as the number of providers who can offer support will be greater

Strategic Fit

3. This delivery of the preferred approach in this proposal supports the following outcomes, priorities, and principles within the **County Council's Strategic Plan 2018-2022**:
 - a. Outcomes - Everyone in Staffordshire will:
 - i. Be healthier and independent for longer.
 - ii. Feel safer, happier and more supported in their community.
 - b. Priorities
 - iii. Inspire healthy and independent living.
 - iv. Support more families and children to look after themselves, stay safe and well.
 - c. Principles
 - v. Encourage residents and communities to help themselves and one another.
 - vi. Be digital, using data and technology to connect, inform and support our citizens.
4. The proposal also supports the 3 core aims of the County's **Whole Life Disability Strategy 2018-2023**, which are:
 - a. To build on the strengths disabled citizens have by focusing on their skills and qualities, those of their family or carers, and those of their community. *Helping people do things for themselves* as far as possible, rather than routinely *doing things for people* is a core principle
 - b. To ensure appropriate support is available for people with a disability to maximise their independence, and prevents, reduces or delays additional needs.
 - c. To ensure that the Council can continue to meet people's eligible needs in a way that is financially sustainable.
5. Finally, the proposal supports the delivery of the 4 priorities identified within the **Staffordshire SEND Strategy 2020-2025**, namely:
 - a. We communicate well with each other
 - b. We work in partnership to meet the needs of children and young people
 - c. We ensure that the right support is available at the right time
 - d. We encourage communities to be inclusive

Statutory Requirements

6. Staffordshire County Council (SCC) has legal duties (Set out in Section 17 & 20 of The Children Act 1989, The Chronically Sick & Disabled Persons Act 1970, The Children & Families Act & SEND Code of Practice 2014, and The Breaks for Carers of Disabled Children Regulations 2011) to ensure Children's Community Support (including Domiciliary Care) provision is in place to support children, young people with a range of disabilities who have been assessed by the Children With Disabilities Social Care Team as being eligible for a personal care service within the family home and local community
7. Similarly, SCC also has a legal duty to offer a range of commissioned community short breaks opportunities, ranging from community-based breaks of a few hours, to overnight short breaks for Children with Disabilities under the Breaks for Carers of Disabled Children regulations 2011. This programme of support is known as 'Aiming High for Children with Disabilities' in Staffordshire, and augments our in-house and commissioned Overnight Short Breaks Units, and the support of Short Breaks Foster Carers in providing the legally required range of short breaks for children with a variety of eligible needs, as set out in the legislation above

NICE guidance for Children and Young People (including Learning Disabilities and Autistic Spectrum Conditions and behaviour that challenges): Service Design and Delivery.

8. The preferred approach will help the Authority deliver on the recommendations of the National Institute for Health & Care Excellence (NICE); March 2018 in seeking to offer support and for Children & Young People that is:
 - a. Community-based and close to home
 - b. Available based on need, and at short notice both in crisis and to prevent a crisis
 - c. Tailored to the needs of the person and their family or carers, taking into account the person's interests and preferences
 - d. Able to provide a positive experience for the person being supported
 - e. Able to deliver what is agreed in the education, health and care plan or care and support plan; carer's assessment; or behaviour support plan
 - f. Planned in advance wherever possible and involve people and their family members and carers visiting the service first to see if it is suitable and to get to know the staff providing it
 - g. Provided by staff who understand and respect people's cultural norms and values and their choices about personal care, private life and lifestyle.
9. The guidance states that (support providers) should work with Children & Young People in a way which is:
 - a. Personalised
 - b. Flexible
 - c. Responsive
 - d. Accessible
 - e. Reflective.

10. This is in order to:

- a. Deliver the outcomes agreed in a child or young person's education, health and care plan
- b. Provide support and interventions in line with NICE's guideline on [challenging behaviour and learning disabilities: prevention and interventions](#)
- c. Maximise life opportunities for children and young people, including by ensuring they have access to meaningful education
- d. Support smooth transitions between services in line with [organising effective care](#) in NICE's guideline on challenging behaviour and learning disabilities: prevention and interventions
- e. Support children and young people to develop skills for independence
- f. Take a positive approach to managing risk

11. Whilst NICE Guidance NG93 referred to above is focussed on Children & Young People with Learning Disabilities and Autism it should be clear that the principles apply absolutely equally to support for Children and Young People with Physical Disabilities and Sensory Impairments too.

Current Provision, Commissioning Arrangements and budget

12. SCC currently commissions 5 providers from across Staffordshire to deliver Children's Community Support and Short Breaks on behalf of the local authority. In addition, on the limited number of occasions – and almost always as a result of provider capacity or difficulties in mobilising packages for children with the most complex needs - where Children's Framework providers are unable to mobilise support/packages of care we occasionally use providers commissioned by our Adult Social Care colleagues, utilising their Home Care framework.

13. Providers support children and young people with a range of disabilities, including children and young people with physical and learning disabilities, autism and challenging behaviours. Some providers will be working with children and young people who have been assessed as having multiple needs. They provide a range of care packages across Staffordshire which are tailored to the specific needs of children, young people and families, this could include:

- a. Getting ready for school or college in the mornings
- b. One-to-one support focussed on the development of independence and preparedness for adulthood
- c. Helping with access to community-based activities and shopping
- d. Help with personal care and feeding
- e. Attending medical appointments
- f. Doing activities at home
- g. Help with preparing the child for bed, and sleep
- h. Supporting the family to establish daily routines, and to manage the care of their child independently of the support of our providers where possible

14. The 1-1 life skills programme, 'Moving Forward' currently forms part of the Aiming High Community Short Breaks programme, and comprises a maximum of 64 hours

(annually) of 1-1 support from 4 commissioned providers, focussed on the achievement of specific outcomes, and geared to help the young person with preparation for adulthood

15. Spend on this provision over the last 3 years is as follows:

Community Care spend by provider	2018/19 £m	2019/20 £m	2020/21 £m		
			Budget	Actual	Variance
AMG	£0.343	£0.287		£0.272	£0.272
Progress	£0.000	£0.008		£0.013	£0.013
Freedom	£0.097	£0.095		£0.132	£0.132
Crossroads	£0.001	£0.027		£0.046	£0.046
Non-Framework Provision	£0.201	£0.179		£0.305	£0.305
Total cost *	£0.642	£0.596	£0.565	£0.768	£0.203

In Addition:

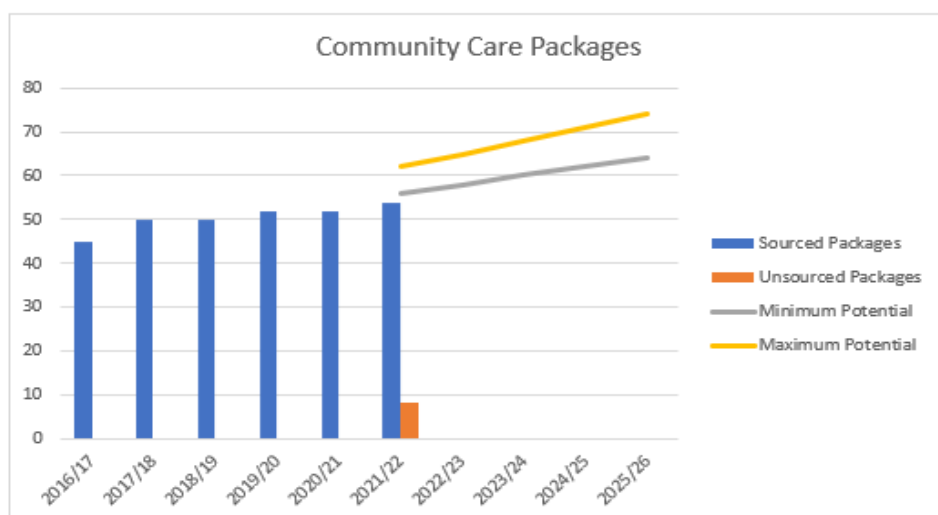
Aiming High **	£0.166	£0.248	£0.150	£0.080	-£0.070
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* The overspend of £0.2m in 2020/21 (s17 payments) was offset by other underspends in the Disability Teams budget (e.g salaries £0.1m / direct payments £0.250m). The Disability Teams budget overall in 20/21 was £4.3m vs spend £4.1m i.e. an overall underspend of £0.2m.

** spend lower in 2020/21 due to shielding (Covid-19)

Demand/projected demand

16. The table below shows demand for home care/community support over the last 4 years, and the capacity we could reasonably expect to plan for over the lifetime of this proposal. In 2020-21 56 Children & Young People are in receipt of home care and community support packages. In addition, in a typical year (2020-21 being far from typical due to Covid-19) between 80-110 young people access support through the 1-1 Life skills 'Moving Forward' programme



17. The reason the number of children requiring support has risen steadily over this period is largely due to the improvements in medical interventions and health support which are enabling some children with highly complex, life-limiting conditions to live longer than they would have done even a few years ago. It should be evident from the table in section 8 of this report above that from the point the current framework was established in April 2018 we have managed this increased demand whilst achieving efficiencies (largely due to the reduction/elimination of out-of-contract spot purchase arrangements).
18. This provision plays an extremely important part in helping reduce or prevent unplanned entry to care for children in receipt of support, by helping families sustain their own caring responsibilities. The cost of this type of care is very much more effective than residential care for example. The average cost per child for this care in 2020-21 is £13K *per annum*, which should be observed in the context of typical care costs of £3-4,000 *per week* (or more) for children's residential care.

Current Market Dynamics (and what we propose to do to overcome them)

19. The market for this provision in Staffordshire (and indeed regionally across the West Midlands, and nationally outside of London) is challenging, with huge pressure on care market provision and capacity to meet Adult Social Care needs and the (understandable) gearing of the market to meet this much greater volume of business in comparison to children's support. This has resulted in limited new entrants to the children's care market in recent years, as the limited number of

packages any one Local Authority requires limits the commercial viability of entering this market.

20. This dynamic has been exacerbated further during the Covid-19 pandemic, as (as above) adult care is a larger market which has been under immense increased pressure, and therefore it has been a priority for the market, though as we emerge from the pandemic greater stability is starting to return.
21. Further compounding these difficulties is the difficulty generally (across both sectors) in attracting people to care provision as a vocation, in what is a low wage sector.
22. We will facilitate market engagement to stimulate the market locally to encourage new entrants, by offering support with required registration and CQC statement of purpose amendments, and by joint working with Adult Social Care colleagues and neighbouring West Midlands Authorities, especially where we have providers in common to ease the market pressures above, and to make entry to this market attractive and above all financially viable for providers.
23. We will seek to remove barriers to entry to the children's community support market to ensure choice, cost competitiveness and flexibility for children with a wide range of needs arising from disability. A Flexible Framework will allow us to add suitable new entrants at pre-determined points during the lifetime of its existence (maximum of 4 years) to improve choice for families and social care professionals and encourage cost-competitiveness between providers.
24. Regular break clauses in the proposed contract will allow us to flex arrangements, or change them at earlier points if it is apparent that entering new, joint contracting relationships with wider partners would be beneficial to both service users and more cost effective for the Authority.

Overview and Scrutiny Committee oversight

25. The proposals, options considered, and recommendations above were considered by Members of the Safeguarding Overview & Scrutiny Committee Meeting held on 17 June 2021. The minutes of the above meeting have been included as **Appendix 3** (see paras under item 13) to this report for the benefit of Cabinet members in their consideration of the recommendations made above
26. The minutes include responses and reassurances in respect of the questions and concerns raised by Members of the Committee. Members were broadly supportive of the proposals with the qualifying considerations that:
 - a. proposals to use the first two years of the contract to further investigate the merits and risks associated with In-house delivery of this support, and the efficacy of this model within the proposed new Children's System be supported, particularly as the Options Appraisal demonstrated a number of potential strengths to this approach; and
 - b. that a future report be brought to the O&S Committee outlining developments with this proposal and its successes/challenges

27. Members of the committee also wished to ensure that such provision is focussed on actively supporting eligible young people towards the achievement of specified outcomes, learning goals and the acquisition of new skills, not merely passive care-giving which does not aid the development of young people in receipt of this support. The responsible commissioner would like to assure Cabinet Members that this will very much be the case, and would request that any support providers either current or future not adhering to this ethos in any individual case be reported to him straight away in order that this can be swiftly resolved.

Community Impact

28. A summary table of key risks and actions to mitigate these is included below; for full Community Impact Assessment please see list of additional Appendices as below

Risks	Mitigations / Recommendations
Securing more good quality providers who can offer support for required times in a stressed care market	<p>Panel to agree resources available</p> <p>Market engagement activity over summer 2021 and beyond to attract new entrants whilst retaining existing providers</p> <p>Working with neighbouring authorities to maximise availability/awareness of 'would be' providers</p> <p>Clear Pathways to access services</p>
Management of differing demands and provider market	<p>Develop a dynamic cohort of dual (adults/children's) CQC registered providers and link to other provisions including alternative care provision</p> <p>Contracts and monitoring to focus on stability and sustainability of varying requests.</p> <p>Development of issues log, which feeds into routine contract monitoring</p>
Care sector pay rates make alternative employment sectors more attractive	<p>Benchmarking rates across neighbouring geographical areas.</p> <p>Ensure optimal long-term <u>value for money</u> not merely 'cheapest right now' options.</p> <p>Joint working with ASC care sector to make care giving an attractive option for suitably motivated individuals</p>
Costs to small businesses/community premises to ensure DDA compliant	<p>Grants for updating accesses and use, e.g. Disability Facilities Grant</p> <p>Joint working with District and Brough Strategic Housing Leads via SILIS steering group</p> <p>Joint working with OT teams</p> <p>Joint work with schools and other community venues</p>

Risks	Mitigations / Recommendations
Ensuring everyone understands their role in meeting the needs of Children & Young People with SEND	<p>This forms a key element of the implementation of the Children's System Transformation.</p> <p>Encourage families to access universal services independently</p> <p>Develop clear DBS information and support processes</p>

Next Steps

29. Specification development & finalisation of procurement packs – July 21st -Sept 30th, 2021
30. Tenders from Providers invited for place on Flexible Framework – Oct 1st – Nov 30th, 2021
31. Tender submission deadline – Nov 30th, 2021
32. Contract Award – prior to Christmas 2021
33. Mobilisation January-March 2022
34. New contracts commence – April 1st, 2022

Legal Implications

35. The recommended proposal ensures the Local Authority is able to meet its statutory responsibilities as they apply to this type of provision (Set out in Section 17 & 20 of The Children Act 1989, The Chronically Sick & Disabled Persons Act 1970, The Children & Families Act & SEND Code of Practice 2014, and The Breaks for Carers of Disabled Children Regulations 2011. A more detailed guide for Local Authorities on this subject can be found here: [Statutory guidance on how to safeguard and promote the welfare of disabled children using short breaks \(publishing.service.gov.uk\)](https://publishing.service.gov.uk)

Resource and Value for Money Implications

36. Appendix 2, a fully costed options appraisal contains detail on the annual costs of each of the five options considered (including the recommended option) for the provision of this support. All costs have been worked up with the involvement of, and input from, our Senior Finance Business Partner.

List of Background Documents/Appendices:

- Appendix 1 - Full Community Impact Assessment
- Appendix 2 - Full costed Options Appraisal containing research behind the selection of the preferred approach
- Appendix 3 – Safeguarding Overview and Scrutiny Committee minutes extract, June 17th 2021

Contact Details

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Staffordshire
County Council

Community Impact Assessment

Name of Proposal: Intensive Support for Staffordshire Children with Disabilities

Project Sponsor: Martyn Baggaley Senior Commissioning Manager
Families and Communities Commissioning Team

Project Managers: Kaye Dixon and Paris Wood Commissioning Officers
Families and Communities Commissioning Team

Date Completed: 28th April 2021

Completing a CIA

- A CIA will help you to identify the potential **impacts, risks and benefits** of your proposed policy, service or project. Doing this at an early stage enables engagement and research to be undertaken to identify actions that will either **lessen the risk** or **maximise the benefits**. The assessment will also help you to identify mitigating factors whereby risks may be balanced out to an extent by the benefits.
- This template should be used to support the development of a proposal during the **planning stage**, therefore supporting the council's approach of [Achieving Commissioning Excellence](#).
- A good CIA will involve input from more than one person. A **Project Team** should be identified with different, but relevant expertise to ensure that a full range of views are considered.
- **Engagement and/or consultation** should take place with appropriate and representative groups of people that are most likely to be affected. This must then be used to help shape the design/outcomes of the project. Please note that due to the publication of CIAs, it is advisable not to record personal details of members of the public, such as names or addresses.
- **Once completed**, the main findings from your CIA should be transferred to the '**Checklist and Executive Summary**' template. Then both documents need to be approved/signed off by the appropriate people. Depending on the size of your project, this could be your manager, project lead, sponsor or SLT.
- For CIAs that are going to **Cabinet**, only the '**Checklist and Executive Summary**' will be uploaded as part of the **Cabinet Papers**. The full CIA document will be uploaded as a **Background Paper**.

Completing the CIA Template

This table describes what is required when completing the key sections of your assessment.

Which groups will be affected	Benefits	Risks	Mitigations / Recommendations
<p>Which groups of people will be impacted by the proposed policy, service or project? This could be people in a particular area, a street, or a group of people with similar characteristics e.g. older people, young people or people with care needs. Also consider staff, residents and other external stakeholders.</p>	<p>Think about the impact the proposal may have on each of the different category areas and identify the benefits of each decision.</p>	<p>Think about the impact the proposal may have on each of the different category areas, and identify the risks associated with the proposal.</p>	<p>Set out any recommendations as to how the benefits will be maximised and the risks minimised.</p> <p>Also highlight any trade-offs that may occur.</p>
<p>Please note:</p> <ul style="list-style-type: none"> • Potential impacts should not be included if it is considered highly unlikely that they would occur. • Where no major impacts have been identified, please state N/A. • Due to the publication of CIAs, it is advisable not to record personal details of members of the public, such as names or addresses. 			
<p>Evidence Base: (Evidence used/ likelihood/ size of impact) How certain are you about the assessment of each potential impact, and what evidence have you used to arrive at the decision? E.g. Data – population trends data, census data, service data. Research – national, regional, local research. Engagement/ Consultation – with partners, the public, the voluntary sector.</p>			

Use the following template to highlight the impacts of your proposal on each of the following categories: The Public Sector Equality Duty (PSED), Health and Care, the Economy, the Environment, and Localities/ Communities.

Community Impact Assessment

Public Sector Equality Duty (PSED)

Use this section to identify if the proposal will impact on our legal obligations under the Equality Act 2010 for both residents and staff. In summary, those subject to the general equality duty must have due regard to the need to: Eliminate unlawful discrimination, harassment and victimisation, advance equality of opportunity between different groups and foster good relations between different groups.

Please consider:

- Who is currently using the service, across the protected characteristics?
- What do we know about their experiences and outcomes?
- What relevant information is available from the Census and population trends data?
- What were the findings of the engagement/consultation?
- Is there any relevant national, regional and/or local sources of research/evidence available?
- Is there any relevant information from partners or voluntary, community, social enterprise organisations?
- What is the analysis of the impact on those with relevant protected characteristics?

Protected Characteristics:	Which groups will be affected?	Benefits	Risks	Mitigations / Recommendations
Race	All families eligible for a service to ensure that there is full inclusion and consideration for everyone accessing the services - currently around 150 families	Multi-cultural and inclusion bringing together different experiences and an understanding of the different approaches to respect cultural differences	Integration and language barriers if not fully resourced	Careful matching of available staff, staff training, range of information formats Every effort will be made to ensure a breadth of provision is commissioned to meet the needs of families from different ethnic and cultural backgrounds
Disability	Specifically, around 150 Children and young people with Special Educational Needs and Disabilities accessing support in and around the home environment	Statutory responsibility met. Duty of care and best practice demonstrated. Opportunity for early support via 1-1 lifeskills and links with early intervention/preventative support to avoid escalation for more services or input from SCC. The proposed option clearly offers a range of support to meet needs at the right time and place and efficiently. It is expected that by merging the enabling levels of the two	Securing providers who can offer support for required times in a stressed care market	Panel to agree allocation of resources. Clear pathways of step up and step down of provider input + Market Engagement activity to encourage new entrants from adult social care + Partnering with neighbouring authorities to increase commercial attractiveness to providers

Protected Characteristics:	Which groups will be affected?	Benefits	Risks	Mitigations / Recommendations
		contracts, more providers will enter the care market for Childrens disability support as they will have greater opportunities to offer appropriate levels of care in the step up /step down arrangements.		+ Support will be provided with appropriate registrations (CQC, Ofsted) + Market engagement to understand barriers to new entrants, in order to remove them
Sex	M / F /transgender	Provision to meet needs regardless of gender	Risk of having sufficient and appropriate staffing and facilities	Centralised resource directory to ensure demands met
Age	0-18	Integration with other commissioned Children's Services. Clearly understood pathways and flexibility to meet escalating or reduced need quickly. Providers who are dual registered with CQC may be able to continue care across Childrens and Adults services	Ensuring age appropriate support and whole family consideration Changes when needing adult services, new assessments and continuation of support	Working with providers and families to offer a range of suitable family support alternatives Ensure Preparing for Adulthood pathway is understood, embedded and supported by providers. Links to Adult Social Care Young Adults team and MPFT teams clearly established
Religion or Belief	All	Multi faith awareness and understanding from everyone involved in delivery	Awareness of individuals needs and choices	Trained staff from a diverse range of backgrounds to deliver support. Information available in many formats. Expectations of providers set out in contracts
Gender Reassignment	Individuals who express requests	Personal choice respected. Opportunities to develop support from	Available resources i.e. Male and	Recruitment campaigns to

Protected Characteristics:	Which groups will be affected?	Benefits	Risks	Mitigations / Recommendations
		similar or different aspects	Female and transgender support workers	develop provider market Providers agree to support all aspects of Equality and Choice
Sexual Orientation	Individuals who express requests	Personal choice respected. Opportunities to develop support from similar or different aspects	Available staff	Providers agree to support all aspects of Equality and Choice
Pregnancy and Maternity	All Providers	Staff ensured of employment opportunities and continuation of work	Providers recording risk assessments	To be include in Terms and conditions of any contracts and monitoring and Compliance documentation
Marriage and Civil Partnership	All Providers	Provision of service without discrimination. Staff ensured of employment opportunities and continuation of work	Any discrimination claims not resolved could affect personal and professional integrity	Providers agree to support anti-discriminatory practice. Evidence in compliance documentation
Impact on SCC Staff	Positive impact for SCC Social Care staff offering more choice of providers Any staff whose children access the service are enabled to continue their caring role alongside work commitments	Additional support for the families of Children and Young People with SEND to reduce the impact on demand for more Social Care Support. No TUPE or SCC staff changes as not affecting any in house services. Clear pathways of support enabling more choice for families	Understanding of eligibility and criteria for support	Clear pathways for accessing services. Engagement and discussions with staff members. Support from commissioning team staff to embed processes and monitoring
	The duty to have due regard to the need to eliminate discrimination also covers marriage and civil partnerships in relation to employment issues.			

Protected Characteristics:	Which groups will be affected?	Benefits	Risks	Mitigations / Recommendations
<p>Evidence Base: (Evidence used/ likelihood/ size of impact)</p> <p>Existing contracts offer different services to families which are currently recorded and used separately. Short breaks for SEND are recorded on Capita, assessed needs are recorded on CareDirector and there is no principal recording of different Tiered support for the family. The option to combine elements of two services will ensure that families will have access to varying levels of support and the recording of the impact and outcomes will be more straightforward.</p> <p>Resources will be directed when and where needed and step-up and step-down arrangements between levels of support will offer cost effective input at the right time reducing or delaying the need for higher levels of care.</p> <p>Service overlap will be avoided and more providers can join the Childrens Services Care Market through dual (Adults and Childrens) CQC registration. SCC Commissioners are working with adult care providers to increase their offer and apply for dual registration, which will also assist the adult brokerage team and the delivery of the preparing for adulthood pathway with the continuum of support for those with eligible needs beyond the age of 18..</p> <p>Families will have a greater input into their own personal care planning through choice of service and support as highlighted by SCIE report. SEND LAR (November 2018) reported positive feedback of short breaks service which offers families choices and the flexibility afforded by the preferred option will add to the resources available for families. Finance reports show that the current Aiming high life skills budget is underutilised and the approach advocated will make full use of this lower cost option in order to prevent, reduce or delay additional needs, and associated higher costs of support.</p> <p>Parent/carer survey undertaken as part of this exercise in March 2021 indicated that some families were not aware of the two support options and there were difficulties accessing different schemes. They were also not aware of the support that could be accessed <i>without</i> a Social Care Assessment, and were therefore missing out on earlier help and presenting at a later point when they had reached a crisis point.</p> <p>The outcomes of the finance and engagement survey are included in the options appraisal for this proposal</p>				

Health and Care

Use this section to determine how the proposal will impact on resident's health and wellbeing, and whether the proposal will impact on the demands for, or access to health and care services. Please consider the Care Act 2014 and the Health and Social Care Act 2012.

Category Area (Areas highlighted are suggestions only and there may be other impacts in these categories)	Which groups will be affected?	Benefits	Risks	Mitigations / Recommendations
Mental Health and Wellbeing Will the proposal impact on the mental health and wellbeing of residents or services that support those with Mental Health issues?	This provision is targeted at meeting and addressing the needs of around 150 families with complex children to enable their parent/carers to sustain their caring roles and help the C/Yp learn new skills	Meeting Statutory responsibilities. Support for the individuals and their families through short breaks and community-based support. Opportunities for families to link into other services and support.	Shortfalls in provision Gaps whilst packages are mobilised Ability of the market to manage needs flexibly	Vacancies and availability of providers to be monitored and reported to the Disability Resource Panel. Additional services utilised i.e. Childrens tier 2 Emotional Wellbeing service and Tier 2 Family Support Provision, and also HAF funded activities Contracts and monitoring to focus on stability and sustainability of varying requests. mitigation plan including issues log to be developed
Healthy Lifestyles Will the proposal promote independence and personal responsibility, helping people to make positive choices around physical activity, healthy food and nutrition, smoking, problematic alcohol and substance use, and sexual health?	Approximately 150 Staffordshire Children and young people with SEN and Disability and their families	Meeting statutory responsibilities and offering choices of short breaks and support in the home. Support for C/YP to develop lifeskills and promote independence and access to universal services. More effective linking	Enough care providers in children's services to support different levels of need including challenging behaviour and complex needs	Developing a dynamic cohort of providers including dual registered providers for adults and under 18's, and linking into other services e.g sitting services, foster carers, personal assistants. Providers will be required to evidence their effectiveness in encouraging individuals to take

Category Area	Which groups will be affected?	Benefits	Risks	Mitigations / Recommendations
(Areas highlighted are suggestions only and there may be other impacts in these categories)		to other commissioned services including 0-19 Healthy Child service, Childhood Weight Management Service etc. Positive goal setting and personalised outcomes. providers required to work with Voluntary organisations to enhance SEND support an upskill other providers		their own responsibility for the development and maintenance of healthy lifestyles through monitoring and KPI's The expectation that providers will work to upskills an agreed number of community volunteers and clubs to enhance their ability to be inclusive for CYP with SEND will be made a condition of contract
Accidents and Falls Prevention	Around 150 Staffordshire Children and Young people with SEN and Disability and their families	Involvement and early intervention by providers who will undertake their own risk assessments and monitor and feedback to SCC offer an additional level of involvement to ensure families stay safe. Providers committed contractually to SSCB safeguarding arrangements. Any concerns raised through monitoring and feedback + Support will ensure CYP	Lack of regular feedback may delay any remedial actions	Contract monitoring to include “near miss” incidents, “no shows” for planned support and rigorous incident reporting. Sharing of vital information and training with providers to highlight accident avoidance +Links to made with Occupational Therapy service where appropriate
Does the proposal reduce or increase the risk of: falls in older people, childhood accidents, road accidents, or workplace accidents?				

Category Area	Which groups will be affected?	Benefits	Risks	Mitigations / Recommendations
(Areas highlighted are suggestions only and there may be other impacts in these categories)		understand the risks with community-based activities & support and develop the skills to manage their care independently as far as is possible		
Access to Social Care	Staffordshire Children and Young people with SEND and their families whose needs can be met by an effective 1:1 support service by earlier intervention and therefore reduce the reliance on the need for Social Care Support & more costly interventions	Step up and step down within services and support will enable the right support at the most appropriate and beneficial time. Different service providers will be able to work together to offer combined support	Having available resources 1) Dedicated finances 2) Dedicated social care staff 3) Resilient Market. Growth of 1-1 lifeskills and independence support market	1) Developing clear pathways of support offer 2) Engage with providers to build market provision
Independent Living	150 Staffordshire Children and Young people with SEND and complex needs and their families	C/YP will be supported to access opportunities independently at home and in the community. Providers will be expected to offer their skills to other groups and develop more inclusive community-based activities	Family and community hesitancy, and knowledge of possibilities	Working with agencies, providers and families to challenge barriers to inclusion for C/YP with SEND
Will the proposal enable people to access appropriate interventions at the right time? Will the proposal impact on people's ability to live independently in their own home, with care and support from family, friends, and the community?				

Category Area	Which groups will be affected?	Benefits	Risks	Mitigations / Recommendations
(Areas highlighted are suggestions only and there may be other impacts in these categories)				
Safeguarding	All Staffordshire Children and young people with SEND and their families who are in receipt of support	More cohesive and flexible support for C/YP – all involved in supporting the involvements will have agreed expectations, knowledge base, training to ensure C/Yp and their families are safe. Agreed reporting processes and access to Safeguarding Teams and connections	“No shows” or concerns not recorded or followed up	Requirement of contract to undertake agreed safeguarding training and recording, processes & procedures, in line with SSCB policies
<p>Evidence Base: (Evidence used/ likelihood/ size of impact)</p> <p>The C/YP accessing 1:1 Aiming High Lifeskills often request more hours from providers to enable achievement and sustainability of more independent outcomes, which result in less reliance on formal Social Care involvement in the future. However the life skills offer is currently underutilised with many providers able to offer more support to more families.</p> <p>The enablement element of the community support framework supports C/YP to gain additional skills but partly replicates the outcomes of the Aiming High lifeskills intended outcomes. Some providers are registered on both schemes and are currently contractually restricted by the limitations of what hours of support they could offer – the proposed approach will remove this inflexibility from April 2022.</p> <p>Current arrangements do not readily allow support to be flexed to meet rapid changes in need or allow for tapered support and input as outcomes are achieved.</p> <p>Social care assessments take 45 days and up to 25% of these requests (i.e. those not progressed) are more appropriately supported by IAG and lower level intervention e.g. Tier 2 support. Costs are aligned to the step/level of need and enabling socialisation and independence; currently £15.66 per hour [current rates for community care support]</p> <p>Between 25% -40% of people with LD also have Mental Health problems. Early intervention and support can help to identify any additional needs and potentially avoid escalation. MH org research paper</p>				

Category Area	Which groups will be affected?	Benefits	Risks	Mitigations / Recommendations
(Areas highlighted are suggestions only and there may be other impacts in these categories)				
<p>However, Staffs & Stoke JSNA for Children & Young People Emotional Health 2018 indicates that the estimated MH for vulnerable groups is Children with Special Educational needs =44% and Children with LD =36%</p> <p>https://www.staffordshireobservatory.org.uk/documents/Health-and-Wellbeing/Emotional-wellbeing-JSNA-July-2018-FINAL.pdf</p> <p>The new support arrangements will be more quickly responsive to changes. The need to be able to offer a more flexible support was highlighted during the current pandemic.</p> <p>https://learning.nspcc.org.uk/media/2521/impact-of-coronavirus-pandemic-on-child-welfare-deaf-disabled-children.pdf</p>				

Economy

Use this section to determine how the proposal will impact on the economy of Staffordshire and the income of residents.

Category Area	Which groups will be affected?	Benefits	Risks	Mitigations / Recommendations
(Areas highlighted are suggestions only and there may be other impacts in these categories)				
<p>Economic Growth</p> <p>Will the proposal promote the county as a “go to” location for business, and make it easy for businesses to start up, innovate and expand?</p>	Care market providers, agencies, voluntary sector	<p>New entrants to the Childrens Care market could develop their business & market share</p> <p>Current Adult Social Care providers could diversify and offer a greater range of age support.</p> <p>local economy would grow due to more local employment opportunities</p>	<p>Recruiting staff challenging in a stressed (post Covid) care market.</p> <p>Care sector pay rates make other employment more attractive</p>	<p>Benchmarking rates across neighbouring geographical areas. To ensure optimal value for money not merely cheapest options.</p> <p>Joint working with care sector to make care giving an attractive option for suitably motivated individuals</p>

Category Area (Areas highlighted are suggestions only and there may be other impacts in these categories)	Which groups will be affected?	Benefits	Risks	Mitigations / Recommendations
Poverty and Income Will the proposal have an impact on income? Will it reduce the gap between high and low earners?	Provider staff Families	Employees will have job opportunities to improve their income Parent/carers will have opportunity to pursue work options whilst C/YP has support from SCC and their wider community	Rates paid for care staff need to be realistic and attractive to maintain workforce Suitable opportunities for parent/carers to access employment or training during care hours	SCC assessments to include whole family needs Agency rates benchmarked against other West Midlands Authorities
Workplace Health and Environments Will the proposal impact on working conditions and the health of Staffordshire's workforce?	Provider staff Social care staff Families	Improved understanding of SEND and working together with other agencies and SCC SCC staff have opportunities to help shape the market and include providers in SEND knowledge Families will be able to inform delivery through experience & choice	None SCC time and commitment Ensuring mechanisms in place to capture parent/carer feedback	Feedback from service delivery
Access to jobs/ Good quality jobs Will the proposal create the right conditions for increased	Providers	Opportunity for dual registration for adults and children giving employees additional scope	Limited market resources and high demand for adults packages of care.	Commissioned services to identify any gaps and maximise use of available staffing resource

Category Area	Which groups will be affected?	Benefits	Risks	Mitigations / Recommendations
(Areas highlighted are suggestions only and there may be other impacts in these categories)				
employment in more and better jobs?	Families	<p>of employment and to enhance their skills</p> <p>Parent carers may have opportunity to seek their own employment</p>	<p>Contracts of minimum hours may be requested by providers.</p> <p>All CYP typically require support at the same time (6-9.00am, 18.00-21.00)</p> <p>Parent/carer work patterns</p>	<p>SCC assessment to include whole family needs. Further investigation into parent carer needs</p>

Evidence Base: (Evidence used/ likelihood/ size of impact)

Prior to framework arrangements some providers demanded minimum hours contracts of 4 hours when 1 hour support was required. As the opportunity to combine Children's Community Support was not included in the Adults Domiciliary Care framework social care Children Social Care staff have been reliant on what support they could broker from a limited number of agencies. Since the establishment of the current framework contract in 2018 more realistic hourly rates have been agreed which are comparable with other authority arrangements (see [West Mids benchmarking spreadsheet](#)) However there are still only 4 main providers for Childrens community care and efforts are ongoing to encourage more care providers to dual register with CQC as both Childrens and Adults providers.

There are also only 4 Aiming High lifeskills providers 2 of which also provide community care but at different (lower) rates, and its this which presents us with an opportunity to both meet need earlier, but also more cost effectively.

Parent and Carers have fed back (March 2021) that do not know of, or find information on how to access the current schemes and support opportunities difficult ([parent carer survey](#)) and find navigating systems overwhelming at times of stress.

Environment

Use this section to identify the impact of the proposal on the physical environment. How does the proposal support the utilisation and maintenance of Staffordshire's built and natural environments, thereby improving health and wellbeing and strengthening community assets?

Category Area (Areas highlighted are suggestions only and there may be other impacts in these categories)	Which groups will be affected?	Benefits	Risks	Mitigations / Recommendations
Built Environment/ Land Use Will the proposal impact on the built environment and land use?	Premises/facilities and users	Providers to utilise available premises and work with businesses to ensure compliant for C/YP with SEND needs Could make better use of School and especially Special School premises for delivery of support	Costs to small businesses to make DDA compliant	Grants for updating accesses and use, e.g. Disability Facilities Grant Joint working with District and Brough Strategic Housing Leads Joint working with OT teams Joint work with schools and other community venues to maximise use of facilities
Rural Environment Will the proposal impact on the rural natural environment or on access to open spaces?	Not applicable to this proposal			
Air, Water and Land Quality Will the proposal affect air quality (e.g. vehicle, industrial or domestic emissions), drinking water quality or land quality (e.g. contamination)?	Not applicable to this proposal			
Waste and Recycling Will the proposal affect waste (e.g. disposal) and recycling?	Providers	Providers will need to evidence safe and appropriate disposal of any waste	Provider fined if not compliant and could affect reputation of SCC	Ensure compliance documentation and insurances cover responsibility of Providers

Agriculture and Food Production	Providers	Providers expected to adhere to SCC expectations to promote healthy eating and prepare culturally/faith appropriate food where required	Working with families to promote best choices	Include in specification, tender process and monitoring of service delivery
Will the proposal affect the production of healthy, affordable and culturally acceptable food?				
Transport	Support providers	Opportunity to include independent travel training as part of service delivery	Lack of suitable affordable transport and carer/companion. Existing transport policies inflexible to fulfil family's needs Difficulty of access in rural locations such as Moorlands & South Staffs	Providers will be required to offer support at accessible venues (where not home-based support) and encourage sustainable transport options wherever safe and possible to do so
Will the proposal affect the ability of people/ communities/ business to travel? Will the proposal impact on walking/ cycling opportunities?				
Noise	None noted			
Will the proposal cause disruptive noise?				
Climate Change	None noted			
Does this proposal have any Climate Change implications?				
Evidence Base: (Evidence used/ likelihood/ size of impact) Families have commented (March 2021) on time used for travel makes some support options unrealistic. More provision is needed closer to families or providers include transport to other localities.				

Localities / Communities

Use this section to identify the impact of the proposal on communities. How will the proposal strengthen community capacity to create safer and stronger communities? It is important to recognise the different localities and communities your proposal may impact upon and identify any communities that could be more adversely impacted than others. Strategic Delivery Managers (SDMs) have a great deal of knowledge about their relevant locality and they must be engaged with as part of your Project Team at an early stage of the process.

Category Area (Areas highlighted are suggestions only and there may be other impacts in these categories)	Which groups will be affected?	Benefits	Risks	Mitigations / Recommendations
Community Development/ Capacity Will the proposal affect opportunities to work with communities and strengthen or reduce community capacity?	Providers Voluntary sector Universal services	Increased employment opportunities and SEND knowledge and training across all sectors within the community Commissioned providers will be required to “upskill” and involve community workers and voluntary sector in service delivery	Shortage of available workers or access to universal services. Changes in staffing and process costs of DBS’s	Local community involvement and local delivery Investigate the possibility of SCC as DBS organiser Make this a clause within each contract
Crime/ Community Safety Will the proposal support a joint approach to responding to crime and addressing the causes of crime?	C/YP with SEND and their families General public Agencies	Additional support for vulnerable families Greater understanding of public responsibility for safer communities multiagency support for families	Ensuring SEND on everyone’s agenda, and raising the profile of Disability hate crime	Multiagency support on SEND groups Involvement of BRFC and local leads Develop links with SPACE programme and the Office of the Staffordshire Commissioner (for Police/Fire)

<p>Educational Attainment and Training</p> <p>Will the proposal support school improvement and help to provide access to a good education? Will the proposal support the improved supply of skills to employers and the employability of residents?</p>	<p>C/YP with SEND</p> <p>SCC Staff</p> <p>Commissioned providers</p> <p>Other agencies/providers</p>	<p>C/YP and their families supported to enable positive outcomes and have short breaks involving learning experiences</p> <p>Inclusion of Education and SCC staff to support delivery of EHCP needs and outcomes</p> <p>Providers can develop support to include e.g ASDAN,</p> <p>Building relationships with other associations e.g. Princes Trust</p>	<p>Coordination of effective support and maximising resources without duplication</p>	<p>Recording all input and outcomes in accessible formats and C/YP “file” eg capita – EHCP</p> <p>Ensuring information included as part of Preparation for Adulthood pathway and shared with Adult Services</p>
<p>Leisure and Culture</p> <p>Will the proposal encourage people to participate in social and leisure activities that they enjoy?</p>	<p>Commissioned providers</p> <p>Universal services</p> <p>Families</p> <p>C/YP with SEND</p>	<p>Specific use of L&C opportunities to be included in delivery of support</p> <p>L&C to ensure availability and inclusive activities</p> <p>Family and siblings to have opportunities to be supported to enjoy L &C</p> <p>L&C to offer support for C/YP to access independently</p>	<p>Restrictions on equipment or staff</p> <p>Availability of appropriate staff</p>	<p>Training for L&C providers</p> <p>Investigate carer options and work with carer organisations</p> <p>Core focus of proposals will be twofold:</p> <ol style="list-style-type: none"> 1) Encouraging CYP and their families to access local community facilities & resources, independent of SCC paid-for support 2) Upskilling local non-specialist groups and community providers to help them become

				more inclusive for CYP with SEN and Disability
<p>Volunteering</p> <p>Will the proposal impact on opportunities for volunteering?</p>	General public and voluntary organisations	<p>Public awareness and understanding of the SEND agenda and needs of C/YP.</p> <p>By providers working within local communities more opportunities may arise for people to volunteer which in turn offers Increased skills for volunteers for future employment</p>	DBS checks and continuity of volunteers.	Planning of resources and DBS support
<p>Best Start</p> <p>Will the proposal impact on parental support (pre or postnatally), which helps to ensure that children are school-ready and have high aspirations, utilising a positive parenting approach?</p>	Families accessing the services	<p>Families are supported by providers and agencies</p> <p>Links to other commissioned support</p> <p>C/YP have enabling opportunities</p> <p>ASDAN and learning opportunities</p>	None	Pathways and clear eligibility for support
<p>Rural Communities</p> <p>Will the proposal specifically impact on rural communities?</p>	Families across all of Staffordshire	Equitable access to support for families from new providers for all areas	Providers equipped for rural communities including travel time into support without detriment to costs and delivery	Explore community rural resources to match supply and demand for services

Evidence Base: (Evidence used/ likelihood/ size of impact)

The Send Local Offer Task & Finish group have developed [Champions](#) within agencies and Services to promote activities and support across Staffordshire. The group was developed in 2020 to scope and promote IAG for families and professionals and providers.

Greater involvement across the community gives more opportunities to providers to utilise facilities and engage with universal services to upskill staff and deliver care and support within the community. More organisations have the SEND and Inclusion agenda embedded into their everyday business and promote the support for families within their local community via the Staffordshire [Connects](#) webpages and Enjoy Staffordshire has been updated with SEND information

A [briefing paper](#) has also been prepared for Members to highlight the efforts to support families of C/YP with SEND

Submitting a CIA

Now transfer the main findings of this assessment to the '**Checklist and Executive Summary**' template. Then both documents need to be approved/signed off by the appropriate people. For CIAs that are going to **Cabinet**, only the '**Checklist and Executive Summary**' will be submitted as part of the **Cabinet Papers**. The Full CIA document will be submitted as a **Background Paper**.

Staffordshire County Council, Families & Communities Directorate

Children's Community Support Delivery Options

April 2021

Produced by: Paris Wood- Commissioning Officer (Children with Disability), Families and Communities

Contributors:

- Kaye Dixon (Commissioning Officer, Children with Disability)
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- Alison Snell (Team Manager, Children's Disability Service)
- Claire Owen (Service Lead: Children with Disabilities)

Overview:

Document Purpose:

- Reviewing the current commissioning arrangements for the delivery of Children's Community Support. This includes reviewing the delivery, demand, statutory functions, efficiency, quality, service scale, finance and sustainability.
- Identify and evaluate potential delivery models for the service and assess financial implications and highlight any potential risk to the proposed models.
- To make recommendations to the Director of Children's Services and the Families & Communities Senior Leadership Team (F&CSLT) and ultimately to Staffordshire County Council's Cabinet in relation to the future arrangements for Children's Community Care.

Background:

- Staffordshire County Council (SCC) has a legal duty to ensure Children's Community Care provision is in place to support children and young people with a range of disabilities, who require care and support at home and within the community.
- SCC currently commissions a range of providers from across Staffordshire to deliver Children's Home Care on behalf of the local authority. Providers support children and young people with a range of disabilities, including children and young people with physical and learning disabilities, autism and challenging behaviours. Some providers will be working with children and young people who have been assessed as having multiple needs. Providers provide a range of support within Staffordshire which are tailored to the specific needs of children, young people and families, this includes: preparing for independence, enablement and socialisation, community support, domiciliary care, and sitting and complex needs support.
- SCC wishes to develop and enhance, models of practice across a broader range of services.

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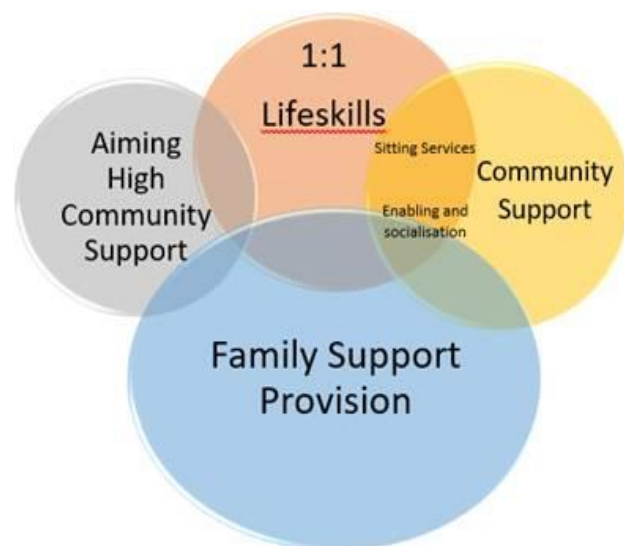
There are several factors the Families and Communities Management Team must consider in reviewing the current commissioning arrangements for Children's Community Support, which are outlined below.

- Current commissioning arrangements for Children's Community Care and Aiming High Short Breaks expire on the 31st March 2022, with current contracts due to go out to tender during autumn 2021.
- To ensure SCC is compliant with appropriate requirements as outlined in guidance, regulation, and legislation, including those set out in the Children Act 1989, Working Together to Safeguarding Children (2013), the Chronically Sick and Disabled Persons Act 1970, and the Children & Families Act 2014.
- To ensure a range of market providers have the capacity to deliver quality care and support for the fluctuating needs that eligible children require, quickly and flexibly
- To ensure providers have the right skills, knowledge, and experience to provide high quality support and care which is focused on individual's needs and outcomes at the most cost-effective price.
- To realign existing contract delivery in order to avoid duplication and maximise opportunities from a range of providers.
- To ensure flexibility across all community support for children and young people with SEND.

Children's Community Care in Staffordshire:

Overview of Children with Special Educational Needs and Disabilities in Staffordshire:

- In Staffordshire there are around 17,000 Children and Young people with SEND living with their families who need support to remain at home, to avoid their needs, and access to other services, escalating. Approximately 6,000 of these children are known to us through the Education Health & Care Planning (EHCP) process and associated assessments
- There are approximately 550 Children/Young People in Staffordshire who have been assessed as being eligible for Social Care support by the Children with Disability Social care teams. Approximately 300 of these children are in receipt of 'paid for' support, the majority (200) manage their own care via a Direct Payment to their parents/carers, with around 55 children supported by agency delivered home care
- There are a range of needs of Children with SEND, with many Children/Young People having multiple and complex needs
- The services in scope for this Options Appraisal are the current Aiming High Life skills programme ('Moving Forward') and our commissioned agency delivered home care and community-based support



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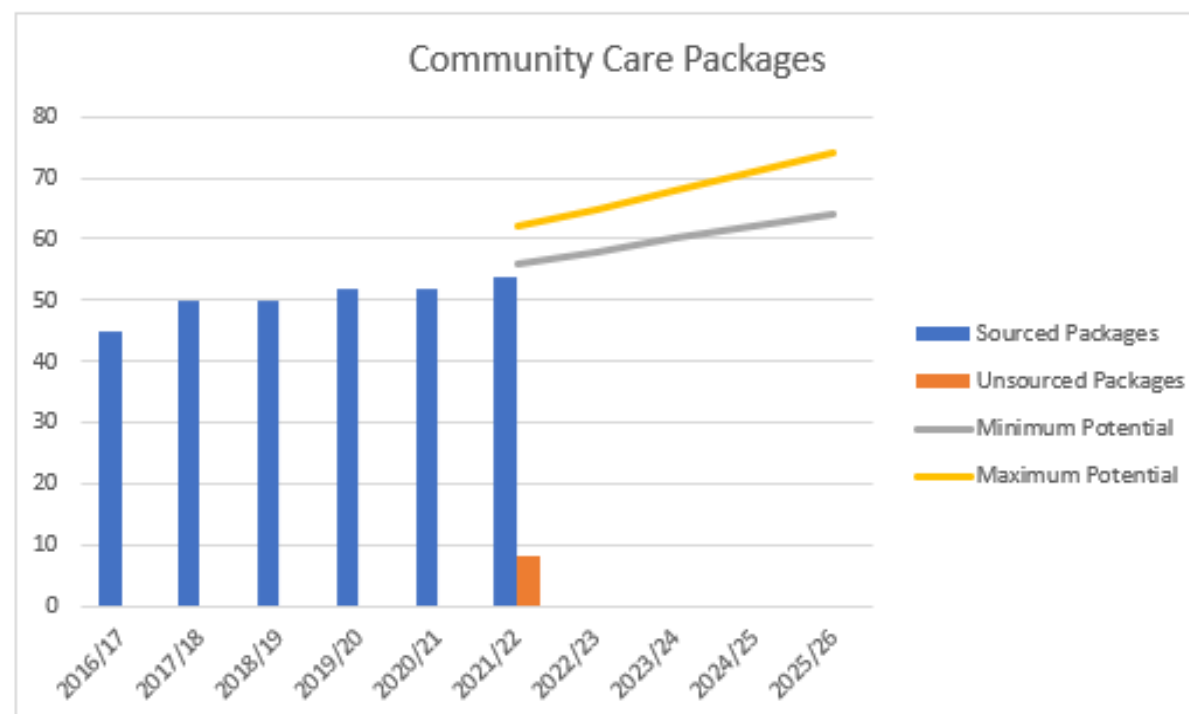
Overview of Current Commissioning Arrangements:

- Current commissioning arrangements for Children's Community Care and Short Breaks Life Skills expire on the 31st March 2022.
- Both current contracts for care and support are provided by a relatively small number of organisations.
- Currently where a child, young person or family is assessed by the Children With Disabilities Social Care Team as being eligible for community support, the appropriate case manager seeks the approval of the Team Leader (Children With Disabilities) before approaching a provider to deliver the support package. Providers are ranked by 'care type' within each area, this rank indicates which provider practitioners should approach first. Once a package of care is agreed, social care staff liaise with the framework provider to match the request.
- Aiming High services are accessible for any child with SEN by referral by any professional; no social work assessment is currently required to access this provision.
- The current arrangement's for commissioning, has led to an inconsistency in the desired level of affordable, accessible, efficient, outcome focussed, flexible and high quality care services to meet the individual assessed needs.
- 56 Community Support care packages are in place during the current reporting period

Current Challenges:

- Sourcing and accessibility of appropriate support based on the varying needs. The fluctuation of children's situations and plans means that the existing provision limits opportunities and choice.
- Relatively low numbers of children requiring community care services – and the concentration of this demand at either end of the school day - makes it difficult to encourage providers to enter the market as it is difficult to provide assurances on volume and likely demand (and therefore income for the providers).
- Provider reluctant to take on care packages, particularly those requiring behavioural skills management and for community outings.
- Capacity within providers is stretched in certain in-demand hours
- Hours providers would prefer are often limited by block contracts and and the tendency to favour larger/longer term packages of care.
- Current contracts don't complement each other fully, resulting in overlapping provision.
- Interaction with universal services is currently minimal, up-skilling opportunities are limited within organisations across all provision.
- Expectations and understanding of children's levels of care needs is currently limited within organisations.

Demand:



- In this reporting period there are currently 8 unsourced community care packages, demonstrating a significant rise in requests for community support. Capacity within agencies continues to be stretched due to factors such as staffing levels/COVID-19.
- This trajectory indicates a steady increase at both the minimum and maximum potential when forecasting demand over the life span of the contract (4 years).
- The reason for this increased demand over time is that some children with complex and life-limiting conditions are now living longer than they were even a few years ago as a result of improvements in medical science and research

Overview of Finance:

- The total current average annual spend for Children's Community Care is approximately £0.77M. This is calculated using the current arrangements for Children's Community Support, however this will vary from year to year depending on the individual needs of children, young people and families.
- The total current budget available for the 1-1 Short Breaks & Life Skills programme is £150,000
- The average rates for each of the contracts differ dependant on the level of need and involvement from providers.
- The total annual spend for both contracts will differ depending on the number of children, young people and families requiring support. It is challenging to provide an accurate projection of demand for this reason.

Community Care spend by provider	2018/19 £m	2019/20 £m	2020/21 £m		
			Budget	Actual	Variance
AMG	£0.343	£0.287		£0.272	£0.272
Progress	£0.000	£0.008		£0.013	£0.013
Freedom	£0.097	£0.095		£0.132	£0.132
Crossroads	£0.001	£0.027		£0.046	£0.046
Non-Framework Provision	£0.201	£0.179		£0.305	£0.305
Total cost *	£0.642	£0.596	£0.565	£0.768	£0.203

In Addition:

Aiming High **	£0.166	£0.248	£0.150	£0.080	-£0.070
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Overall total

Total spend all provision in scope	£0.808	£0.844		£0.848	
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- This table demonstrates budget expenditure for community care from 2018 onwards. Split between the 4 current framework provider, non-framework provision and also Aiming High. The increasing inability of Framework providers to deliver all allocated packages during 2020-21, as a result of the Covid-19 Pandemic, has resulted in more packages being sourced outside of Framework providers/rates, with a subsequent knock on effect on non-framework spend

* The overspend of £0.2m in 2020/21 (s17 payments) was offset by other underspends in the Disability Teams budget (e.g salaries £0.1m / direct payments £0.250m). The Disability Teams budget overall in 20/21 was £4.3m vs spend £4.1m i.e. an overall underspend of £0.2m.

**The lower spend for the 2020/21 Aiming High programme has been a direct result of COVID-19, due to children and their families shielding and limited face to face contact due to social distancing measures. Most sessions have been completed virtually which has not had the uptake that previous years of Aiming High activities have seen.

Engagement:

Engagement with families who access these services has been completed via an online survey and virtual engagement sessions, due to COVID-19 restrictions.

We found-

- Majority of parents/carers who responded were not aware of the Aiming High Lifeskills or Community Support services.
- Those who had used the services felt that their child/young persons had benefitted from them and that they provide an invaluable break for their family

The following **issues/barriers** to accessing the services were identified-

- Lack of awareness of services - information often difficult to find
- Eligibility – Several parents/carers stated that their child could not access services as they don't have a formal diagnosis – this is a misconception and open access for 1-1 lifes kills and independence activities needs highlighting more clearly in promotional material.
- Lack of suitable services especially in their local area.
- Greater partnership working with schools, and especially special schools, is needed.
- Parents/carers feeling overwhelmed – too much emphasis on families having to seek out services themselves, often at a time when they are already overwhelmed.

- The recurring theme throughout parent/carer feedback is access to information.
- There is a clear need to ensure parents/carers and practitioners have up-to date, relevant, easy access information surrounding these services and a clear route how to access. This would allow greater awareness of the services to families who would benefit
- Wider promotion of services on appropriate media outlets with our partners.
- Joint working across SCC Families and Communities team, to ensure there is no duplication of services and greater enhancement of the current services e.g Govt Healthy Activities Fund provision

Future Options For Children Community Care in Staffordshire:

No:	Option:	Option Outline:	Strengths:	Opportunities:	Risks:	Cost per annum
1	Option One: Continue with current commissioned services i.e. framework and separate independence short breaks	Option one proposes two separate contracts run parallel to each other, i.e. 1- Children's Community Support Commissioning Ranked Framework is developed to include more providers within Staffordshire and 2- Short breaks (Aiming High) independence skills	<ul style="list-style-type: none"> Continues to meet statutory duties for Children's Community Care. SCC is compliant with appropriate requirements as outlined in guidance, regulation and legislation, including those set out in the Children Act 1989, Working Together to Safeguarding Children (2013) and the Children & Families Act 2014. Allows for different levels of access Has been effective in supporting some children and young people Creates an outcomes commissioning environment that can secure value for money through better relationships with other bodies: public, private and voluntary. Offers value for money in challenging market environments Promote responsible commissioning in terms of addressing social, economic and environmental issues, equality and diversity. Help deliver a consistent shared understanding of Staffordshire's Vision, Values and Principles for delivering Children's Home Care. Ensure openness, transparency and value for money, at all times, through the application of consistent commissioning standards and approaches across the commissioning of children's care needs. Both offer payment by results 	<ul style="list-style-type: none"> Ensure the market has the right skills, knowledge, and experience to provide high quality support and care which is focused on outcomes as opposed to "time and task". Both contracts deliver outcomes based, individual bespoke results Providers can excel in a specific area of the care market Providers can enter the market at different levels of involvement 	<ul style="list-style-type: none"> Does not meet the needs of all children's/young persons. Cannot increase or decrease support easily, in line with the needs of the individual. Often encourages practitioners to source packages off the framework. Relatively low numbers of children, young people and families requiring Community Support Services has made it difficult to encourage providers to enter the market as it is difficult to provide assurances on volumes and likely demand. Hours offered are above the assessed need, as agencies block charge for 3-4 hours minimum, irrespective of the requirements of the care plan. Framework does not allow for additional providers to join in the same way as a DPS Duplication of outcomes from different contracts C/YP information on different systems i.e. Capita and CareDirector with no overall "vision" 	<p>Community Care = £770k</p> <p>AH short breaks independence skills = £80K</p> <p>Total = c£800K</p>
2	Option Two: In House Delivery	Option two proposes that Children's Community Care is provided directly by SCC through the Children & Families System. This provides an increased opportunity for SCC to maximise the resources available to Children's Community Care in order to ensure affordable, accessible, efficient, outcome focussed, flexible and high-quality care services to meet the	<ul style="list-style-type: none"> Continues to meet statutory duties for Children's Home Care. Provides the Local Authority control to ensure fast and response services, which have a consistent level of quality. SCC is compliant with appropriate requirements as outlined in guidance, regulation, and legislation, including those set out in the Children Act 1989, Working Together to Safeguarding Children (2013) and the Children & Families Act 2014. Enables SCC to develop a workforce with specific skills, knowledge and experience in order to meet the specific needs of individual children, young people and families. Deliver services that meet the holistic needs of children, young people and families. Seek to improve services through innovation. Allows SCC more control over quality, cost and capacity within the marketplace. 	<ul style="list-style-type: none"> Market facilitation in order to meet the holistic needs of children, young people and families. SCC can support the market to capture and share market intelligence in order to influence and support market development. Ensure the market has the right skills, knowledge and experience to provide high quality support and care which is focused on outcomes as opposed to "time and task". Enables SCC to develop robust Quality Assurance and contract management. Allows SCC to access emergency support packages Local delivery of services 	<ul style="list-style-type: none"> Relatively low numbers of children, young people and families requiring Community Support Services may make it difficult to develop an internal service delivery model which is sustainable. An internal delivery model may lead to increased staffing costs leading to the total spend on Children's Community Care increasing (because of the uncertain nature of demand). An internal service would lead to challenges in the delivery of specialist specific services to meet the holistic children, young people 	<p>450k (Not inclusive of additional costs if emergency /on call care staff required, or specialist training costs)</p> <p>+£150k 1-1 short breaks/ independence skills</p> <p>=£600K</p>

		individual assessed needs and demonstrate progress towards agreed outcomes. This option suggests that the service would be fully integrated with the wider Children & Families System.			and families which would normally be provided by specialist providers. <ul style="list-style-type: none"> ▪ C/YP moving above tier 2 unnecessarily if integrated into SCC services. ▪ Reliance on fewer staff ▪ Could still become reliant on non-framework provision 	
3	Option Three: Aligning children's community care with adult framework	Option three proposes that the children's community support framework is an additional part of the adult's domiciliary care framework.	<ul style="list-style-type: none"> ▪ Access to a bigger market of providers, more choice for families ▪ Bigger pool of care staff, to meet growing demand ▪ Allows joint working across SCC children and adults, enabling fluidity when transitioning to adulthood (Preparing for Adulthood Pathway) ▪ Creates more competition within the all age care market, helping to drive down costs, whilst encouraging a high quality of service ▪ Consistency in regulatory body i.e.CQC 	<ul style="list-style-type: none"> ▪ Encourages more providers to engage further with the delivery of children's care. ▪ Encourages current adult providers to 'upskill' current carers i.e. complex health children's packages ▪ Learning and development opportunities for carers 	<ul style="list-style-type: none"> ▪ Lack of continuity of care for our children's families due to the upskilling of the all staff within each provider ▪ Systemic quality issues identified in adults may filter into children's services due to factors such as a high turnover of staff and increased pressure with stretched capacity ▪ Currently, commissioning cycles with adults SCC not aligned. 	17.89 (adult framework provider rate) x hours of care = £513K (figure IF all hours of care were delivered at framework rate) + 1.1 Lifeskills budget of up to £150K =£663k total
4	Option Four: One lead provider to deliver all services for children with SEND across a range of needs	Option four- Step up/down service, combining existing contracts 1. Children's Community Support Commissioning Ranked Framework and 2- Short breaks independence skills via 'Aiming High'. All to be delivered by one lead provider.	<ul style="list-style-type: none"> • Continues to allow access at different levels within the service. • Flexibility to step up/down support as required across all community support. • One singular point of contact for practitioners. • Continuity of care for children/young people and their families • Enables the delivery of a personalised bespoke service 	<ul style="list-style-type: none"> ▪ Ability to enhance quality by directly working with one singular organisation/provider ▪ Capital investment for one service that can utilise funding in a proactive way, ensuring quality services can be delivered in terms of the number of skilled staff working in the service ▪ Opportunity to enhance all staff skill set, within lead provider ▪ Enables SCC and families to build a strong rapport with the provider ▪ Allows SCC to establish key contract management and delivery 	<ul style="list-style-type: none"> ▪ Potentially a significant financial risk for SCC and families supported by the service should there be quality concerns/provider breakdown ▪ Limits engagement with wider care markets ▪ Lack of market stimulation and growth ▪ Cost of management fee for one provider to coordinate all care and support ▪ Limits choice for families 	700k
5	Option Five: Combine Community Support and 1-1 Independence & Lifeskills provision	Option five- Step up/down service, combining existing contracts 1. Children's Community Support Commissioning Ranked Framework and 2- Short breaks independence skills via 'Aiming High'. To be delivered by a range of providers.	<ul style="list-style-type: none"> • Continues to allow access at different levels of support • Access to a wide range of providers • Flexibility to step up/down support as required across all community support • More choice of service types to offer families • Potential cost saving by decreasing duplication of services (1:1 life skills & low level community support) • Ability to meet the needs of more children using less resources 	<ul style="list-style-type: none"> • Encourages more providers who can offer lower levels of support onto the framework, could also lead to providers wishing to 'upskill' carers to obtain more packages, enabling greater financial security • Opportunities for joint working across organisations as children step up and down the service • Competitive costings as the number of providers who can offer support will be greater 	<ul style="list-style-type: none"> • Could still see practitioners sourcing packages off the framework if capacity becomes stretched 	650k

Outcomes and Tests

1. The following outcomes and tests have been used to evaluate the options for community support

Outcomes	Tests	
Enables delivery of statutory duties and responsibilities	1	Promotes individual wellbeing, supports the provision of information and advice, and the identification of services, facilities, and resources already available within the community, which could be used to meet needs.
	2	Enables a flexible support system for all families where support can be increased/decreased as and when required.
	3	Supports all stakeholders - the NHS, SCC Adult Social Care and Children's and Families, to meet their statutory duties and responsibilities to children/young people with disabilities, in terms of assessment and support planning particularly in Preparing For Adulthood ensuring future cost saving.
Supports the delivery of Children System transformation principles	4	Encourages market stimulation to ensure capacity and choice within local organisations meets demand from SCC.
	5	<ul style="list-style-type: none"> • Is flexible • Local – fits with corporate view of PBA, children stay within their localities/county • Works better for the child and their family and all practitioners • Designed against Demand, Co-produced with families.
	6	Encourages effective cost management whilst delivering high quality care.
Financially sustainable and value for money	7	Is cost-effective and financially sustainable in the long term
	8	Delivers process and financial efficiencies to drive performance improvements.
	9	Utilises local community support and allows families to connect with others in their local area both for support and to make the best use of existing community resources
Offer's social value by supporting to increase individual and community resilience	10	Provide a safe and high-quality system of support, that is flexible and equitable across the county.
	11	Offers opportunities for new entrants into the children with disability care market in Staffordshire, increasing our preventative offer, and reducing the need for more costly services/interventions, and especially avoidable admission to Local Authority Care
	12	Delivers innovation and creativity to work in more modern, effective, and lower cost ways.
Manages operational and reputational risk	13	Supports and enhances the delivery of council and NHS* agenda's and enablers e.g. "people helping people", "#doingourbit, #didyouknow, and encourages people to take responsibility for their own health and well-being, and plan for their future, so that we can ensure continuity of support for those who most need it.
	14	Considers the outcome of engagement with parents and carers of children with disabilities, and other stakeholders, whilst delivering value for money for Staffordshire residents.
	15	Supports Council's strategic priorities e.g. create more better paid jobs for Staffordshire residents, inspire healthy and independent living, access to employment, education and training opportunities, support more families and children to look after themselves, stay safe and well.

Evaluation Matrix

Options	Enables delivery of statutory duties and responsibilities			Supports the delivery of Children with Disability transformation principles			Financially sustainable and value for money			Offer's social value by supporting to increase individual and community resilience			Manages operational and reputational risk			Outcome
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	
1	P	N	P	P	P	Y	Y	P	P	P	N	P	P	Y	P	
2	Y	P	Y	N	P	Y	Y	Y	Y	P	N	P	Y	Y	Y	
3	Y	P	Y	Y	P	Y	Y	Y	P	P	Y	Y	Y	Y	P	
4	P	Y	P	N	P	P	P	P	P	P	N	N	P	P	N	
5	Y	Y	P	Y	Y	Y	Y	P	Y	Y	Y	Y	Y	P	Y	<i>Preferred option</i>

Scoring Methodology

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

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Recommendations:

- The above tests were discussed and evaluated between a panel of 5 professionals within SCC Social Care from F&C Commissioning Team, the adult Brokerage Service and team manager for the Children's Disability Service.
- Scores from the evaluation matrix **indicate option 5- combining Community Support and 1-1 Independence & Life skills provision- is the preferred option** for SCC Children with Disability, Families and Communities.
- The highlighted risk of option 5, that of the potential risk of practitioners still sourcing off the framework, could be resolved with by setting yearly re-opening opportunities within a Flexile Framework procurement approach, to allow additional providers opportunities to join the Framework. This would allow SCC to continue to source value for money services within the security of a contracted arrangement whilst meeting the eligible need of the C/YP.
- For the life skills element to be truly maximised, detail surrounding specific outcome focused targets are required in the service specification, allowing more emphasis on measurable outcomes for the C/YP
- The current provision for 1-1 Independence & Life Skills is accessible for young people up to the age of 25, this consideration needs to be addressed in the service specification as the current Community Support Framework is 0-18.
- Detail surrounding definitions of 'care types' is required in the service specification, to ensure accurate requests are made by practitioners resulting in accurate charges matching the care required.
- **Option 2- in house delivery- requires further investigation for future service delivery** as a significant number of strengths and opportunities were established over the course of the evaluation panel which is also reflected in the scoring of the evaluation matrix.

Minutes of the Safeguarding Overview & Scrutiny Committee Meeting held on 17 June 2021

Present: Bob Spencer (Chairman)

Attendance

Gill Burnett (Vice-Chairman (Overview))	Gillian Pardesi Kath Perry, MBE
Janet England	Jill Waring
Richard Ford (Vice-Chairman (Scrutiny))	Mike Wilcox
Jason Jones	
Peter Kruskonjic	

Also in attendance: Jonathan Price and Mark Sutton

Apologies: Julia Jessel

PART ONE

13. Outcome Focused 1-1 Support, and Home Care and Community Support (including Domiciliary Care) for Staffordshire Children with Disabilities

Staffordshire County Council has a legal duty to ensure Children's Community Support (including Domiciliary Care) provision was in place to support children and young people with a range of disabilities who had been assessed by a suitably qualified Social Worker as being eligible for a personal care service within the family home and local community. A further legal obligation for the Council was to offer a range of commissioned community short break opportunities, ranging from community-based breaks of a few hours, to overnight short breaks for Children with Disabilities under the Breaks for Carers of Disabled Children regulations 2011. Staffordshire had developed its "Aiming High for Children with Disabilities" programme to support these duties. The programme augmented the in-house and commissioned Overnight Short Breaks Unit, and the support of Short Breaks Foster Carers in providing the range of short breaks for children to give parents and carers a meaningful break from their caring responsibilities. The Council also commissioned a range of providers from across Staffordshire to deliver Children's Community Support and Short Breaks on their behalf, currently commissioned and contracted as two separate support programmes.

Members considered the proposal to bring together arrangements for both these service (short break and community support) under one commission. This suggestion had been made following an in-depth options appraisal, concluding that one commissioned service would provide more flexible, responsive support that drew on children and families' existing strengths, focusing on development, independence, preparedness for adulthood and was cost effective.

Cabinet were due to make a decision on this proposal at their meeting of 21 July.

Members raised concerns around ensuring enough provision and heard that considerable work had been undertaken to increase the marketplace, including working

with adult colleagues to maximise the range of care for children and young people. This was of particular interest when considering most service users would transition from children's to adults' services, therefore allowing continuity. Work to continue to grow the market will be ongoing and could include providing training to help support opening up this market. The Place Based approach also encouraged providers from the voluntary sector so every effort would be taken to engage local providers, although Members sought assurances that the voluntary sector was there to add value, not replace statutory service provision. Members also discussed how to ensure service users were receiving fulfilling care and were informed that the quality of provision was monitored and that the CQC inspected homes providing this service. If Members had any specific concerns or examples of care concerns they could raise this with officers directly.

Members also shared concerns around recruitment, particularly where wages were often poor which devalued such an important service. Option 2 proposed the development of more in-house provision and it was felt this would give opportunities for better involvement and ease of awareness of the service provided. This would also avoid any tendency to cherry pick the more financially lucrative work. The Cabinet Member agreed that the profile of social care needed to be raised and the vital importance of the work understood better. He also felt it was important to have an open mind when considering service delivery to ensure best outcomes.

Some concern was expressed around the different skill sets needed to provide for children as opposed to adults and whether seeking to recruit adult providers for the children's service would work well. There was a need to ensure training provided for any skill set gaps. Members also reiterated that whilst the voluntary sector provided excellent services, they were services that should complement those provided by Children's Services, not replace them.

RESOLVED: That:

- a) the commissioning of the previously separate arrangements for Children With Disabilities' Community Support and Aiming High 1-1 Intensive support and short breaks be brought together into one contracting arrangement be supported;
- b) the open tender approach and implementation of a Dynamic Purchasing System detailed in the costed Options Appraisal to secure the required provision at optimal Value for Money commencing from April 2022 be supported;
- c) the regular breaks clauses in the proposed contracts (2+1+1 years) which allowed time to develop joint approaches to the commissioning and procurement of this provision with Adult Social Care colleagues and other Authorities including with the West Midlands Authorities to attempt to overcome the current challenges for providers with respect to service volumes be noted;
- d) proposals to use the first two years of the contract to further investigate the merits and risks associated with In-house delivery of this support, and the efficacy of this model within the proposed new Children's System be supported, particularly as the Option Appraisal demonstrated a number of potential strengths to this approach; and
- e) that a future report be brought to the O&S Committee outlining developments with this proposal and its successes/challenges.

Chairman

Cabinet Meeting on Wednesday 21 July 2021

Future Delivery of Replacement Care Services in Staffordshire (Learning Disabilities)

Adult Learning Disability Community Offer Programme 2022



Cllr Julia Jessel, Cabinet Member for Health and Care

“The Covid-19 pandemic has meant we have had to look at different ways of offering our services to adults with a learning disability. It has given us the chance to ensure our service users and their carers can get the services they need by embracing new ways of delivering services within peoples own homes without having to rely on building-based provision.

We now have the opportunity to examine our services and explore the options open to us to ensure our service users and their carers can continue to access the services they need post-pandemic in a way that helps people to lead full and independent lives for as long as possible.”

Report Summary:

In October 2019 Cabinet made a series of decisions about the future of adult learning disability residential replacement care services as part of the Adult Learning Disability Community Offer Programme 2022. Progress was made initially with implementing these decisions, however further progress was not possible due to the advent of the Covid pandemic. This has had significant consequences for the way in which services operate and has highlighted the limitations of building-based services.

In November 2020 Cabinet endorsed an options analysis to be undertaken for future provision of residential replacement care in Staffordshire as well as the potential expansion of in-house services to offer a greater range of support for people in their homes and communities as part of a single integrated service, pending a business case and public consultation.

These Cabinet decisions have been reviewed to ensure they remain appropriate. This has identified an opportunity to expand the scope of the options appraisal and consultation to include all replacement care services, not just those provided in-house or within a residential setting, in order to determine the optimum way to configure replacement care in the long term to maximise individual experience, quality and cost effectiveness.

Recommendations

I recommend that Cabinet:

- a. Endorse the commencement of an options appraisal for the future provision of replacement care for people with learning disabilities in Staffordshire, including engagement with the market, service users, carers and stakeholders. The results of which are to be presented to Cabinet in the third quarter of 2021.

Local Members Interest
N/A

Cabinet – Wednesday 21 July 2021

Future Delivery of Replacement Care Services in Staffordshire (Learning Disabilities)

Adult Learning Disability Community Offer Programme 2022

Recommendations of Cabinet Member for Health and Care

I recommend that Cabinet:

- a. Endorse the commencement of an options appraisal for the future provision of replacement care for people with learning disabilities in Staffordshire, including engagement with service users, carers and stakeholders. The results of which are to be presented to Cabinet in the third quarter of 2021.

Report of the Director of Health and Care

Reasons for Recommendations:

1. Replacement care is commonly referred to as 'Respite' by people who use these services and their carers. The Council facilitates replacement care for people with assessed eligible care and support needs through two types of services:
 - a. Residential replacement care,
 - b. Home-based replacement care.

Residential Replacement Care:

2. The Council directly provides 13 beds of residential replacement care for people with learning disabilities over the age of 18 at Douglas Road in Newcastle-Under-Lyme. The building is owned by the Council and is in a fairly good state of repair, however due to the increased complexity of service users the downstairs of the accommodation is oversubscribed with the upstairs significantly underutilised. This means that only 8 beds were accessible before the Covid pandemic.
3. In addition, the Council commissions up to 15 beds of residential replacement care from independent providers. These beds are located across two services: Woodland View in Cannock which has 10 beds; and Silverbirch in Burton on Trent which offers 5 beds.
4. Both services are managed by Lifeways. The Council's contract with Lifeways for residential replacement care expires on the 31st March 2022 but is in the process of being extended until the 30th September 2022. The buildings were purpose built and are in an excellent state of repair. Woodland View is owned by Wrekin Housing, let to the Council then sublet to Lifeways; and Silverbirch is owned by the Council and leased to Lifeways.

5. All three services are rated 'Good' by CQC.
6. Due to the need for services to be Covid compliant with enhanced infection prevention and control measures including social distancing, the capacity across all three residential replacement care services has been reduced. Woodland View has decreased its maximum capacity to 5 beds, Silverbirch can offer 3 beds, and Douglas Road has decreased to 4 beds. Due to staff sickness, Douglas Road can only offer 2-3 beds currently.
7. Table 1 shows utilisation of all three services over the past two years and illustrates the impact of the pandemic on the provision of residential replacement care. All service users are people with a learning disability. Woodland View is occupied by a number of individuals who required residential care in an emergency, due to carer breakdown or for safeguarding reasons, as such they have been in placements beyond the CQC recommendation of 6 weeks for replacement care, some in excess of 12 months, whilst alternative placements are being sought. This means that the service cannot currently accept any bookings for planned replacement care or emergency placements.

Table 1: Residential Replacement Care Usage in 2019/20 & 2020/21

		Douglas Road	Woodland View	Silverbirch
2019 / 20	No of People	74	89	43
	No of Nights	1,912	2321	1107
	Category of Need	All LD	All LD	All LD
	No of Refusals *	9	4	2
2020 / 21	No of people	70	15	20
	No of Nights	646	1245	460
	Category of Need	All LD	All LD	All LD
	No of Refusals *	30	0	2

* Due to being unable to meet need not as a result of insufficient capacity.

8. Table 2 shows the comparative costs of residential replacement care services in terms of annual cost and unit cost. Please note that because Douglas Road is a directly provided service, the Council incurs overheads including staffing, building and running costs regardless of utilization. The gross budget for Douglas Road for 2021-22 is £1.311m with an additional £14,690 managed centrally for maintenance costs.
9. The Council are contracted to pay for a minimum of five beds at Woodland View and three beds at Silverbirch regardless of use, for 2021/22 the weekly cost of a bed at Woodland View is £1,382.24 and Silverbirch is £1,426.13. Additional beds can be purchased on a spot purchase basis as required at the same cost, pending the lifting of Covid restrictions and matching criteria.

Table 2: Annual and Unit Cost of Residential Replacement Care in 2019/20 & 2020/21

		Douglas Road	Woodland View	Silverbirch
2019 / 20	Average Occupancy	7	6	3
	Annual Cost	£1,200,411	£499,686	£245,199
	Average Cost per bed per week	£3,289	£1,597	£1,567
2020 / 21	Average Occupancy	2	3.4	1.3
	Annual Cost	£1,211,592	£387,552	£196,237
	Average Cost per bed per week	£11,619	£2,186	£2,895

Home-based Replacement Care

10. The Council currently commission three providers to deliver 'Carers Home Based Respite' on three geographical footprints. Mediline provide the service across East Staffordshire, Lichfield and Tamworth, Nexxus (Local Authority Trading Company) provide the service in Cannock and South Staffordshire, and Crossroads serve Newcastle, the Moorlands and Stafford.
11. The Council also commission Person Shaped Support (PSS) to provide our Shared Lives service. The service offers both long term placements as well as replacement care through short breaks, of one or more days, and day/evening sessions of 4 or 8 hours.
12. Both services offer regular relief for unpaid carers supporting a friend, loved one or family member due to an illness, frailty, disability, mental health, or addiction who would not cope without their support. The service is designed to enable the carer to gain a regular break to maintain their own health and wellbeing, 'recharge their batteries' and maintain relationships.
13. Both services are contracted on a spot purchase basis. The Carers Home Based Respite contract is due to expire at the end of August 2021; this will be included as a lot within the Home Care Framework due to commence 1st September 2021. The contract for the Shared Lives services commenced on the 1st April 2020 for a period of three years with an optional 12-month extension, although it should be noted that there was little interest in the tender.
14. Table 3 demonstrates that whilst home-based replacement care has been affected by Covid due to some carers choosing to suspend the service as a result of shielding guidance affecting them and/ or the person they care for, the impact has been less significant than for residential replacement care.
15. Table 3 also highlights that Carers Home Based Respite is mainly used by people who are elderly or have a physical disability. This may be due to a lack of awareness about the service among learning disability social workers. It is possible that raising

awareness of the service as well as the community assets which can be used to provide carers with a break, accessible through the Staffordshire Together for Carers Service, might reduce reliance on residential replacement care.

Table 3: Home-based Replacement Care Usage, Annual and Unit Cost 2019/20 & 2020/21

		Carers Home Based Respite	Shared Lives
2019 / 20	No of People	79	21
	No of Nights/ Hours	24,725 Hours	421 Nights
	Category of Need	Older People: 50 Learning Disability: 1 Mental Health: 0 Physical Disability: 28	All LD
	No of Refusals *	14	Unavailable
	Annual Cost	£378,852	£28,026.57
	Unit Cost	£15.32 per hour	£66.57 per night
2020 / 21	No of people	77	9
	No of Nights / Hours	22,900 Hours	121 Nights
	Category of Need	Older People: 45 Learning Disability: 2 Mental Health: 3 Physical Disability: 27	All LD
	No of Refusals *	16	8
	Annual Cost	£363,342	£8,055.14
	Unit Cost	£15.87 per hour	£66.57 per night

* Due to being unable to meet need, not as a result of insufficient capacity.

Additional expenditure:

- In addition to the expenditure shown in Tables 2 and 3 for residential and home based replacement care, 58 people accessed alternative residential replacement care opportunities through direct payments in 2019/20 at a cost of £241,604, in 2020/21 this decreased as a result of Covid to 37 people, with spend totalling £108,287.
- In April 2020 the Adult Social Care Brokerage Team took on the responsibility for sourcing residential and nursing placements for the Adult Learning Disability Team. This includes bed-based replacement care services where a vacancy cannot be sourced from our inhouse and block booked services. In 2020/21 building-based replacement care packages were sourced for five individuals at a total cost of £7,200. Since Covid restrictions started to lift the Brokerage Team have seen an influx in requests for bed-based replacement care, between April and mid-June 2021 building-based replacement care has been sourced for 10 individuals at a cost of £24,300.

Anticipated Demand:

18. The number of adults with a moderate or severe learning disability in Staffordshire is predicted to increase slightly over the next 10-20 years, as shown in Table 4.

Table 4: Number of adults with moderate or severe learning disability in Staffordshire (Source: PANSI Population Statistics)

Age Range	2020	2025	2030	2035	2040
18 - 24	407	400	439	449	431
25 - 34	567	563	532	544	584
35 - 44	629	687	727	724	692
44 - 54	659	589	587	641	678
55 - 64	595	642	614	550	551
TOTAL	2,856	2,881	2,899	2,909	2,936

19. The number of adults with a moderate or severe learning disability living with parents in Staffordshire and therefore potentially in scope for replacement care is also predicted to increase slightly over the next 10-20 years, as shown in Table 5.

Table 5: Number of adults with moderate or severe learning disability living with parents in Staffordshire (Source: PANSI Population Statistics)

Age Range	2020	2025	2030	2035	2040
18 - 24	269	266	292	297	285
25 - 34	292	289	273	280	301
35 - 44	245	268	283	281	268
44 - 54	149	132	135	147	155
55 - 64	55	58	54	48	50
TOTAL	1,009	1,014	1,036	1,054	1,059

20. The number of adults with a learning disability in receipt of a long-term service funded by the Council has remained relatively stable over the last four years, as shown in Table 6.

Table 6: Number of adults with a learning disability in receipt of long-term services in Staffordshire

Report Month	Staffordshire North	Staffordshire South	Total
July 2017	868	999	1,867
July 2018	840	994	1,834
July 2019	843	990	1,833
July 2020	818	913	1,731
June 2021	820	919	1,739

21. The number of young people supported to prepare for adulthood is shown to have increased over the last two years as shown in Table 7, this is due to the advent of the 'preparing for adulthood pathway' however not all of these young people will go on to receive adult social care services. Further work is needed to understand the proportion of young adults within the preparing for adulthood pathway likely to require long term services, including replacement care.

Table 7: Number of young people ‘preparing for adulthood’

Report Month	Age (Years)	Staffordshire North	Staffordshire South	Young Adults Team	Total
July 2018	14 – 17	30	37	N/A	67
	18	22	23	N/A	45
July 2019	14 – 17	26	35	N/A	61
	18	24	26	N/A	50
July 2020	14 – 17	N/A	N/A	123	123
	18	N/A	N/A	67	67
May 2021	14 – 17	N/A	N/A	146	146
	18	N/A	N/A	60	60

22. Data suggests that the number of people with a learning disability in receipt of long-term services funded by the Council will increase slightly over the next 10 - 15 years. However, as per national trends, the complexity of need is likely to increase as people live longer with associated health conditions. This is already materialising in Douglas Road, with the number of guests requiring a ground floor room rising from 27% in 2010 to 49% in 2019.
23. There is local and national evidence that unpaid carers have taken on significant additional caring responsibilities during Covid. Douglas Road, Woodland View and Silverbirch have reported an increase in families wishing to schedule their planned allocation of nights which is impacted by reduced capacity due to Covid compliance. Services report an increase in approaches from learning disability social workers in an attempt to source residential care in an emergency, due to carer breakdown or for safeguarding reasons.
24. At the start of the pandemic Lifeways offered outreach support for individuals unable to access Woodland View or Silverbirch, however there was no take up. Likewise, capacity within our Carers Home Based Respite service was increased but was not utilized. More recently we have observed an increase in the number of individuals requesting home-based replacement care for a variety of reasons including an intolerance of the required testing or enhanced infection control procedures within a residential replacement care setting and an inability to continue waiting for things to get back to normal. As such we anticipate a general shift from bed-based services to home based alternatives going forward.
25. In order to understand future demand for replacement care and the ratio of residential and home-based replacement care the recommendation is to engage with service users, their carers and stakeholders.

Previous Cabinet Decisions and Subsequent Challenges

26. In October 2019 Cabinet approved a series of recommendations about the future of adult learning disability residential replacement care services as part of the Adult Learning Disability Community Offer Programme 2022. These were namely:
- a. The recommissioning of residential replacement care services from the existing accommodation in Cannock Chase and East Staffordshire from the independent

- market for countywide use, for a maximum of 15 beds, up to a value of £4.5m and for a contract duration of 3-5 years,
- b. The continued direct provision of residential replacement care in Newcastle-under-Lyme; providing 10 beds for countywide use and the relocation, and subsequent refurbishment, of directly provided residential replacement care in Newcastle-under-Lyme to Wilmott Drive (alongside the Specialist Day Opportunities Service).
27. Progress was made initially with implementing these decisions, however further progress was not possible due to the advent of the Covid pandemic. This has had significant consequences for the way in which services operate and has highlighted the limitations of building-based services.
28. In November 2020 Cabinet further endorsed an extension to the contract with Lifeways to September 2022 to enable completion of an options analysis to be undertaken for the future provision of residential replacement care in Staffordshire. The options appraisal was started however due to the impact of Covid on bed based services, wider impact on the market and increasing interest in home-based replacement care options this was paused to seek permission to widen the options appraisal and associated engagement to all forms of replacement care.
29. Covid has also had a significant impact on the independent marketplace; the Council has seen recent failures in adult social care procurements due to a lack of bids, and as such it would be beneficial to undertake meaningful market engagement and explore all potential delivery options for the provision of replacement care, to include:
- a. The independent marketplace,
 - b. The Council,
 - c. A local authority trading company,
 - d. A mixture of two or more of the above.
30. In addition, Cabinet also approved the potential expansion of in-house services to offer a greater range of support for people in their homes and communities as part of a single integrated service delivered via Wilmott Drive (alongside the Specialist Day Opportunities Service) pending a business case and public consultation.
31. Subsequently the Care Quality Commission (CQC) have published guidance outlining how they regulate providers supporting people with a learning disability or autism. The document 'Right Support, Right Care, Right Culture' highlights the need for services to provide person-centred care and the CQC's view is that this should be provided in small, dedicated community-based services of usually no more than six people. As such CQC have indicated that they are likely to refuse any application to relocate the current residential replacement care service at Douglas Road alongside the Specialist Day Opportunities Service at Wilmott Drive as this may equate to a 'congregate setting.'
32. In light of developments over the last 18 months, previous Cabinet decisions have been reviewed to ensure they remain appropriate. This has identified an opportunity to expand the scope of the options appraisal to include all replacement care

services, not just those provided in-house or within a residential setting, in order to determine the optimum way to configure replacement care in the long term, in terms of individual experience, quality and cost effectiveness.

33. The recommendation therefore is for an options appraisal for the future provision of replacement care for people with learning disabilities in Staffordshire. This recommendation was endorsed by Health and Care Overview and Scrutiny Committee on 05 July. Approval of this recommendation would replace previous Cabinet decisions as outlined in paragraphs 26 and 28.
34. The options appraisal will include engagement with the market, service users, carers, and stakeholders. The findings and recommendations will be presented to Cabinet in the third quarter of 2021.

Legal Implications

35. Legal Services have been supporting the Community Offer Programme for some time, particularly in relation to the re-procurement of the service provision at the Woodland View and Silverbirch as detailed in this report. Legal Services will assist with supporting officers with the options appraisal and the engagement with the market, service users, carers, and stakeholders.

Resource and Value for Money Implications

36. Financial Implications and impact on delivery of future MTFs savings will be considered as part of the options appraisal.

Community Impact Assessment (CIA):

37. Table 8 summarises the key findings of the CIA. An Executive Summary is included in Appendix One with the full CIA accessible as a Background Reference Document.

Table 8: Key findings of the CIA

Domains	Benefits	Risks	Mitigations / Recommendations
PSED: Disability Impact on SCC Staff	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 As per the Care Act, SCC will endeavour to facilitate choice / preference and personalisation where possible. This choice is not at any cost.	There may be a low risk of complaint and challenge from service users/ carers if they do not feel that their views have been taken into account when designing the future service. The strategy sets out our intention to recommission our current replacement care contract with	Extensive consultation has already been undertaken to date on the wider community offer programme. Public and stakeholder consultation will be undertaken on the future service and proposed options for service delivery over the summer of 2021 following cabinet approval.
Health & Care:	The delivery of replacement care has a positive impact on carers who require a break to		

<p>Mental Health and Wellbeing</p> <p>Healthy Lifestyles</p> <p>Access to Social Care</p> <p>Independent Living</p> <p>Safeguarding</p>	<p>maintain their emotional health and wellbeing whilst sustaining their caring role, supporting to avoid carer breakdown and thus avoiding admission to services full time.</p> <p>All replacement care services will be required to promote and enable people to live a Healthy Lifestyle and develop independence/ life skills, through the provision of appropriate care and support, as per their assessed care and support needs.</p> <p>The cabinet report sets out our intention to conduct an options appraisal to determine the optimum way to configure and deliver replacement care - Any new arrangements will have proportionate contractual arrangement which will include quality monitoring and a contractual requirement to adhere to all relevant safeguarding legislation and good practice guidance.</p>	<p>Lifeways in line with the natural end of the contract. As a result, service users may experience a change in their support provider or location of service delivery.</p> <p>Staff may be required to work in other locations and/or services</p> <p>Extensive consultation has already been undertaken to date on the wider community offer programme. This highlighted that people who use services, their carers, some SCC staff and some providers have expressed the anxiety and uncertainty about the outcome of the programme is negatively impacting on their mental health and wellbeing – with many citing concern about closure of services and loss of care and employment.</p>	<p>Regular and meaningful engagement and communications about the progress of the programme, the outcomes, and the impact.</p> <p>TUPE may be applicable, thus providing the potential for continuity of staffing in particular circumstances. Support will be sought from Legal and HR as appropriate.</p> <p>The options appraisal will be tested against a range of criteria, this will include ensuring options are Care Act compliant and align with SCC’s whole life disability strategy which was consulted on prior to implementation.</p> <p>Within the current job specifications for inhouse services, a requirement to work from other locations is detailed and this could be included in any future ‘redesigns’ in order to meet Business Needs.</p>
<p>Economy:</p> <p>Economic Growth</p> <p>Access to Jobs/ Good Quality Jobs</p>	<p>The resultant solution will include a needs / demand profile to support the marketplace in terms of service and workforce development.</p> <p>A number of the options being considered for the future delivery of replacement care may provide the opportunity for the independent marketplace and / or inhouse services to potentially expand their existing presence in Staffordshire as</p>	<p>A number of the options being considered for the future delivery of replacement care may result in less or no usage of the independent marketplace and / or inhouse services due to providing services through other mechanisms such as a Local Authority Trading Company</p>	<p>Staff (and representative Trade Unions) will be consulted about the potential impact on their employment, and appropriate HR processes and protocols adhered to.</p>

	well as encourage new Providers to the county.		
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List of Background Documents/Appendices:

Appendix 1: Community Impact Assessment – Summary Document

Contact Details

Assistant Director: Andrew Jepps, Assistant Director for Care Commissioning

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Staffordshire
County Council

Community Impact Assessment Checklist and Executive Summary

Name of Proposal:

Future Delivery of Replacement Care Services in Staffordshire
(Learning Disability)

Project Sponsor:

Dr Richard Harling, Director for Health & Care

Project Manager:

Taryn Poole, Commissioning Manager, AAD & Mental Health
Commissioning Team

Date Completed:

21/06/21

Final Checklist

Prior to submitting your Community Impact Assessment (CIA), please ensure that the actions on the checklist below have been completed, to reassure yourself / SLT / Cabinet that the CIA process has been undertaken appropriately.

Checklist	Action Completed	Comments/Actions
The project supports the Council's Business Plan, priorities and MTFs.	x	
It is clear what the decision is or what decision is being requested.	x	Cabinet are requested to endorse the commencement of an options appraisal for the future provision of replacement care for people with learning disabilities in Staffordshire, including engagement with service users, carers and stakeholders. The results of which are to be presented to Cabinet in the third quarter of 2021.
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).	x	
The aims, objectives and outcomes of the policy, service or project have been clearly identified.	x	
The groups who will be affected by the policy, service or project have been clearly identified.	x	
The communities that are likely to be more adversely impacted than others have been clearly identified.	x	
Engagement / consultation has been undertaken and is representative of the residents most likely to be affected.	x	Extensive engagement to date has been undertaken on the wider community offer program, with a view to seeking agreement from cabinet to engage on the options for future service delivery across August/ September 2021.
A range of people with the appropriate knowledge and expertise have contributed to the CIA.	x	
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.	x	
The CIA evidences how the Council has considered its statutory duties under the Equality Act 2010 and how it has	x	

Checklist	Action Completed	Comments/Actions
considered the impacts of any change on people with protected characteristics.		
The next steps to deliver the project have been identified.	x	

Executive Summary

The Executive Summary is intended to be a collation of the key issues and findings from the CIA and other research undertaken. This should be completed after the CIA and research has been completed. Please structure the summary using the headings on the left that relate to the sections in the CIA template. Where no major impacts have been identified, please state N/A.

	Which groups will be affected?	Benefits	Risks	Mitigations / Recommendations
<p>PSED</p> <p>What are the impacts on residents with a protected characteristic under the Equality Act 2010? Highlight any concerns that have emerged as a result of the equality analysis on any of the protected groups and how these will be mitigated. It is important that Elected Members are fully aware of the equality duties so that they can make an informed decision, and this can be supported with robust evidence.</p>	<p>Disability</p> <p>Impact on SCC Staff</p>	<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>As per the Care Act, SCC will endeavour to facilitate choice / preference and personalisation where possible. This choice is not at any cost.</p> <p>Potential consolidation of services to provide holistic care and support, maximising choice and control.</p>	<p>There may be a low risk of complaint and challenge from service users/ carers if they do not feel that their views have been taken into account when designing the future service.</p> <p>The strategy sets out our intention to recommission our current replacement care contract with Lifeways in line with the natural end of the contract. As a result, service users may experience a change in their support provider or location of service delivery.</p> <p>Staff may be required to work in other locations and/or services</p>	<p>Extensive consultation has already been undertaken to date on the wider community offer programme. Public and stakeholder consultation will be undertaken on the future service and proposed options for service delivery over the summer of 2021 following cabinet approval.</p> <p>Regular and meaningful engagement and communications about the progress of the programme, the outcomes and the impact.</p> <p>TUPE may be applicable, thus providing the potential for continuity of staffing in particular circumstances. Support will be sought from Legal and HR as appropriate.</p> <p>The options appraisal will be tested against a range of criteria, this will include ensuring options are Care Act compliant</p>

	Which groups will be affected?	Benefits	Risks	Mitigations / Recommendations
				<p>and align with SCC's whole life disability strategy which was consulted on prior to implementation.</p> <p>Within the current job specifications for inhouse services, a requirement to work from other locations is detailed and this could be included in any future 'redesigns' in order to meet Business Needs.</p> <p>Staff (and representative Trade Unions) will be consulted about the potential impact on their employment, and appropriate HR processes and protocols adhered to.</p>
<p>Health and Care</p> <p>How will the proposal impact on residents' health? How will the proposal impact on demand for or access to social care or health services?</p>	<p>Mental Health & Wellbeing</p> <p>Healthy Lifestyles</p> <p>Access to Social Care</p> <p>Independent Living</p> <p>Safeguarding</p>	<p>As per the Care Act, SCC would endeavour to facilitate choice / preference and personalisation where possible. This choice would not be at any cost.</p> <p>The delivery of replacement care has a positive impact on carers who require a break to maintain their emotional health and wellbeing whilst</p>	<p>Extensive consultation has already been undertaken to date on the wider community offer programme. This highlighted that people who use services, their carers, some SCC staff and some providers have expressed the anxiety and uncertainty about the outcome of the programme is</p>	<p>Regular and meaningful engagement and communications will be undertaken with regards to the progress of the programme, the outcomes and the impact.</p> <p>The options appraisal will be tested against a range of criteria, this will include ensuring options are Care Act compliant and align with SCC's whole life disability strategy which was consulted on prior to implementation.</p> <p>Extensive consultation has</p>

	Which groups will be affected?	Benefits	Risks	Mitigations / Recommendations
		<p>sustaining their caring role, supporting to avoid carer breakdown and thus avoiding admission to services full time.</p> <p>All replacement care 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>People would receive support to meet their assessed eligible social care needs, this may include supporting the development of independent/ daily living skills whilst accessing replacement care.</p> <p>The Council will continue to</p>	<p>negatively impacting on their mental health and wellbeing – with many citing concern about closure of services and loss of care and employment.</p> <p>Risk of challenge or complaint if services are altered or changed, including location or provider.</p>	<p>already been undertaken to date on the wider community offer programme. Public and stakeholder consultation will be undertaken on the future service and proposed options for service delivery over the summer of 2021 following cabinet approval.</p>

	Which groups will be affected?	Benefits	Risks	Mitigations / Recommendations
		<p>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 cabinet report sets out our intention to conduct an options appraisal to determine the optimum way to configure and deliver replacement care - Any new arrangements will have proportionate contractual arrangement which will include quality monitoring and a contractual requirement to adhere to all relevant safeguarding legislation and good practice guidance.</p>		
<p>Economy How will the proposal impact on the economy of Staffordshire or impact on the income of Staffordshire's residents?</p>	<p>Economic Growth</p> <p>Access to jobs/ Good Quality Jobs</p>	<p>The resultant solution will include a needs / demand profile to support the marketplace in terms of</p>	<p>A number of the options being considered for the future delivery of replacement care may</p>	<p>Regular and meaningful engagement and communications about the progress of the programme, the outcomes and the impact</p>

	Which groups will be affected?	Benefits	Risks	Mitigations / Recommendations
		<p>service and workforce development.</p> <p>A number of the options being considered for the future delivery of replacement care may provide the opportunity for the independent marketplace and / or inhouse services to potentially expand their existing presence in Staffordshire as well as encourage new Providers to the county.</p>	<p>result in less or no usage of the independent marketplace and / or inhouse services due to providing services through other mechanisms such as a Local Authority Trading Company</p>	<p>Extensive consultation has already been undertaken to date on the wider community offer programme. Public, market and stakeholder consultation will be undertaken on the future service and proposed options for service delivery over the summer of 2021 following cabinet approval.</p> <p>The options appraisal will be tested against a range of criteria, this will include ensuring options are Care Act compliant and align with SCC's whole life disability strategy which was consulted on prior to implementation.</p> <p>Within the current job specifications for inhouse services, a requirement to work from other locations is detailed and this could be included in any future 'redesigns' in order to meet Business Needs.</p> <p>Staff (and representative Trade Unions) will be consulted about the potential impact on their employment, and appropriate HR processes and protocols adhered to.</p>

	Which groups will be affected?	Benefits	Risks	Mitigations / Recommendations
				TUPE may be applicable, thus providing the potential for continuity of staffing in particular circumstances. Support will be sought from Legal and HR as appropriate.
Environment How will the proposal impact on the physical environment of Staffordshire? Does this proposal have any Climate Change implications?	Transport	Potential consolidation of services to provide holistic care and support.	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.	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.
Localities / Communities How will the proposal impact on Staffordshire's communities?	Community Development /Capacity Volunteering	The future replacement care offer will work alongside the Staffordshire Together for Carers Service, providing preventative carer support in order to prevent, reduce, delay dependency on health and social care services where possible, to ensure	There is a high level of demand and expectation of the Community, with limited financial resource to support investment.	Partnership working with Public Health as part of SCC's Supporting Communities Project and People Helping People Agenda to identify and raise awareness of community capacity as well as identify gaps.

	Which groups will be affected?	Benefits	Risks	Mitigations / Recommendations
		<p>services are available for those most in need.</p> <p>A number of the options being considered for the future delivery of replacement care may provide the opportunity to engage volunteers as part of service delivery where appropriate to do so</p>		

Cabinet Meeting on Wednesday 21 July 2021

Child Exploitation and Missing Children & Young People's Service



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

“Protecting children from exploitation is, and always will be, a priority for this authority.

As the forms of exploitation evolve, so our response and preventative work change too and the newly commissioned service will provide a layered approach to support children and their families, which will aim to intervene and improve situations at an early stage.”

Report Summary:

Protecting children from Child Exploitation has been, and remains, a priority for Staffordshire County Council and the Staffordshire Children's Safeguarding Board. Child Exploitation can have a devastating impact on children and their families with Child Exploitation been inclusive of Child Sexual Exploitation, Child Criminal Exploitation, Gangs, County Lines, Knife Crime, Youth Violence, Modern Slavery, Child Trafficking & Radicalisation.

This Cabinet Report seeks to outline the commissioning intentions of Staffordshire County Council, Stoke-on-Trent City Council and the Staffordshire Police, Fire & Crime Commissioner in relation to the development of a Pan-Staffordshire Child Exploitation and Missing Children & Young People's Service. The proposed commissioning intentions seek to contribute to a whole-system approach to the delivery of the priorities set out in the Staffordshire and Stoke-on-Trent Child Exploitation Strategy.

Recommendations

I recommend that Cabinet:

- a. Endorses the commissioning intentions of Staffordshire County Council, Stoke-on-Trent City Council and the Staffordshire Police, Fire & Crime Commissioner Office in relation to the development of a Pan-Staffordshire Child Exploitation and Missing Children & Young People's Service.
- b. Approves the procurement of a Pan-Staffordshire Child Exploitation and Missing Children & Young People's Service by Staffordshire County Council, on behalf of Stoke-on-Trent City Council and the Staffordshire Police, Fire & Crime Commissioner.
- c. Delegates decisions in relation to the Pan-Staffordshire Child Exploitation and Missing Children & Young People's Service to the Cabinet Member for Children and

Young People in consultation with the Deputy Chief Executive and Director for Families and Communities.

- d. Acknowledges that the delegation to the Cabinet Member for Children and Young People includes acting on behalf of the County Council to finalise the Joint Commissioning Deed of Agreement and the entering of required contractual arrangements with the successful bidder.

Local Members Interest
N/A

Cabinet – Wednesday 21 July 2021

Child Exploitation and Missing Children & Young People’s Service

Recommendations of the Cabinet Member for Children and Young People:

I recommend that Cabinet:

- a. Endorses the commissioning intentions of Staffordshire County Council, Stoke-on-Trent City Council and the Staffordshire Police, Fire & Crime Commissioner Office in relation to the development of a Pan-Staffordshire Child Exploitation and Missing Children & Young People’s Service.
- b. Approves the procurement of a Pan-Staffordshire Child Exploitation and Missing Children & Young People’s Service by Staffordshire County Council, on behalf of Stoke-on-Trent City Council and the Staffordshire Police, Fire & Crime Commissioner.
- c. Delegates decisions in relation to the Pan-Staffordshire Child Exploitation and Missing Children & Young People’s Service to the Cabinet Member for Children and Young People in consultation with the Deputy Chief Executive and Director for Families and Communities.
- d. Acknowledges that the delegation to the Cabinet Member for Children and Young People includes acting on behalf of the County Council to finalise the Joint Commissioning Deed of Agreement and the entering of required contractual arrangements with the successful bidder.

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

Reasons for Recommendations:

Context:

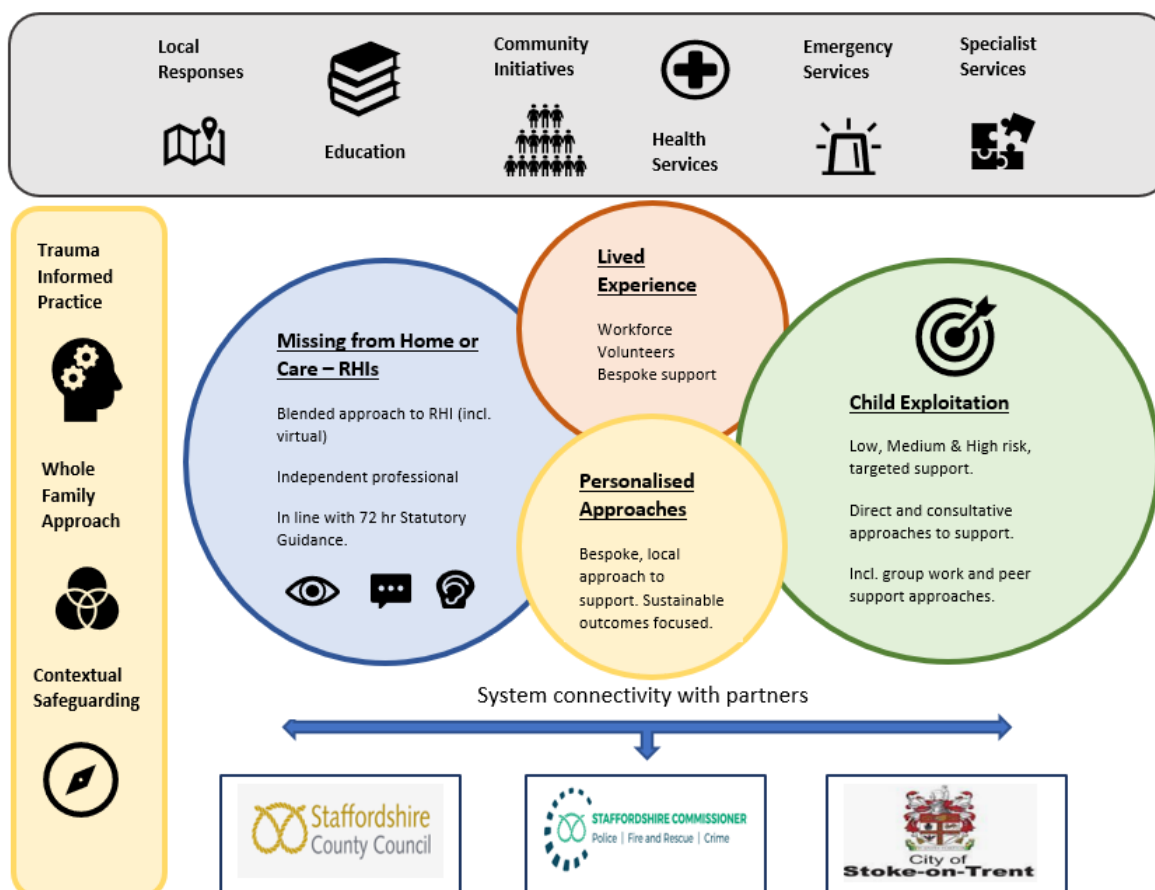
1. Protecting children from Child Exploitation has been, and remains, a priority for Staffordshire County Council and the Staffordshire Children’s Safeguarding Board. Child Exploitation can have a devastating impact on children and their families with Child Exploitation being inclusive of Child Sexual Exploitation, Child Criminal Exploitation, Gangs, County Lines, Knife Crime, Youth Violence, Modern Slavery, Child Trafficking & Radicalisation.
2. The Staffordshire Children’s Safeguarding Board and the Stoke-on-Trent Safeguarding Board have coproduced a Joint Child Exploitation Strategy which seeks to outline the local approach to preventing, identifying, and tackling Child Exploitation. This Strategy was developed using an extensive local needs analysis, building upon national policy and guidance about effective practice. The Strategy

also recognises and addresses the risks and vulnerabilities faced by children and young people who go missing.

3. During Spring/Summer 2021, Staffordshire County Council, Stoke-on-Trent City Council and the Staffordshire Police, Fire & Crime Commissioner commissioned Catch22 to deliver a Pan-Staffordshire Child Sexual Exploitation and Missing Children & Young People's Service. Catch22, who commenced service delivery in September 2017, were awarded the contract, following a substantial period of analysis, research, design and procurement.
4. On 1st April 2021, Catch22 are entering the final year of delivery under the current procurement arrangements led by Stoke-on-Trent City Council. To ensure continued compliance with appropriate Procurement Regulations, the Partnership have undertaken a further substantial period of analysis, research and design to co-produce future commissioning intentions relating to Child Exploitation and Missing Children and Young People. The Partnership are also proposing to work together with the incumbent Provider to develop a transition plan to reflect the proposed commissioning intentions outlined within this Cabinet Report.
5. Staffordshire County Council has agreed to be the lead for the future commissioning arrangements relating to Child Exploitation & Missing Children & Young People. In consideration to this, the County Council is leading a Joint Commissioning Group which includes Stoke-on-Trent City Council and the Staffordshire Police, Fire & Crime Commissioners Office.

Future Commissioning Intentions:

6. Staffordshire County Council, Stoke-on-Trent City Council and the Staffordshire Police, Fire & Crime Commissioners Office are proposing to commission a Pan-Staffordshire Child Exploitation & Missing Children and Young People Service. The proposed Service will see the Child Sexual Exploitation & Missing Children & Young People Service Model reconfigured to be inclusive of all forms of "Exploitation", as outlined in the Staffordshire & Stoke-on-Trent Child Exploitation Strategy.
7. It is proposed that the Service will consist of four core elements. Each component will interlink with the other to ensure that the need and voice of a child is centric to any support that is provided within the Service and across wider partnerships. The Service will adopt a whole family approach to empower families in achieving their goals with the aim of sustaining long term change and stability. Outlined below is a diagram that outlines the four main Service components, Service principles and connectivity with partners.



- a. **Missing from Home or Care Offer:** The Service will facilitate all independent Return Home Interviews (RHI) for missing children and young people aged up to 18 years residing in Staffordshire and Stoke-on-Trent. This includes children or young people cared for in Staffordshire who are the Corporate Parenting responsibility of another Local Authority (in some circumstances the other Local Authority will undertake the RHI where it is appropriate). The interview is an opportunity to gather information from the individual and to identify root cause factors which have contributed to the incident. It also aims to protect and prevent further missing episodes. This Service will be delivered in line with statutory Department for Education (DfE) Guidance.
- b. **The Child Exploitation Offer:** The Service will seek to work together with children, young people and their Families who are identified at risk of Child Exploitation. The Service will provide a flexible approach that aims to reduce the risk of Child Exploitation through a range of approaches which are facilitated across Staffordshire and Stoke-on-Trent.
- c. **Lived Experience Offer:** The Service will build upon evidence-based good practice, to grow Lived Experience Mentors who will be utilised to develop contact and relationship with children, young people and their families to encourage engagement in the Service. The Lived Experience Offer would be underpinned by a robust infrastructure of support to reflect the sensitive nature of the proposed offer. This would seek to ensure the safety, wellbeing and protection of children, young people, their families and the Lived Experience Mentors.

- d. Personalised Approaches: The Service will adopt a Place Based Approach Model to utilise the provisions within local communities and will strive to connect children, young people and their families to diversionary activities and resources that will ensure long term, sustainable change, and resilience.
8. Commissioning Intensions for the Child Exploitation & Missing Children and Young People Service were coproduced with a range of stakeholders including children and their families. The Commissioning Intensions are underpinned by a Joint Strategic Needs Analysis.

Proposed Commissioning Approach:

9. It is proposed that the County Council will act as the Lead Commissioner, on behalf of Stoke-on-Trent City Council and the Staffordshire Police, Fire & Crime Commissioners Office. This Joint Commissioning Model will be underpinned through a Deed of Agreement, developed by Staffordshire's Legal Services.
10. It is proposed that the County Council will facilitate a Procurement Process to seek a single lead provider for a contractual period of three years with the option to extend for a further two twelve-month periods.

Legal Implications

11. Safeguarding and promoting the welfare of children is a key duty on Local Authorities and requires effective joint working between agencies and professionals.
12. Section 13 of the Children Act 2004 requires Local Authorities and other named statutory partners to make arrangements to ensure that their functions are discharged with a view to safeguarding and promoting the welfare of children. This includes planning to prevent children from going missing and to protect them when they do. Through their inspections of local authority children's services, Ofsted will include an assessment of measures with regard to missing children as part of their key judgement on the experiences and progress of children who need help and protection.
13. To commission the Pan-Staffordshire Child Exploitation & Missing Children and Young People Service, the Partners will be required to enter a formal Deed of Agreement. This Deed of Agreement is currently under development by Staffordshire Legal Services in consultation with the Legal & Governance Representatives of each Partner.
14. The agreement will have a three-year initial period. Any extension beyond the initial period of three years will be agreed, subject to each Partner's respective internal governance decisions to avoid automatic expiry.
15. In the unlikely event that a Partner seeks to leave the Joint Commissioning Arrangement, the Partner will be liable for any incurred expenditure, and in accordance with the Deed of Agreement will be required to negotiate the exit from

the Service with the County Council (as the Lead Commissioner) and the commissioned provider.

Resource and Value for Money Implications

16. The County Council have led the development of a Joint Finance & Resources Formula, which has been underpinned by a Joint Strategic Needs Analysis. This Formula also ensures that each Partner contributes the appropriate level of financial contribution to the Service which reflects the Partner's agreed commitment.
17. The Joint Finance & Resources Formula ensures that appropriate funding within the commissioning arrangement is ringfenced to deliver the Service within the eight districts of Staffordshire, benefitting local residents. Prospective bidders will be required to clearly account for how the ringfenced budget will be utilised within both the County and City.
18. The County Council is leading dialogue with Stoke-on-Trent City Council and the Staffordshire Police, Fire & Crime Commissioners Office to confirm the fixed value of the Contract and the contributions of each Partner.
19. It is anticipated that the annual value of the Contract will be £1,050,345 with the total anticipated value being £5,252,625. It is anticipated that the annual value of £570,795 will be ringfenced for the delivery of the Service in Staffordshire with £479,550 ringfenced for the City of Stoke-on-Trent.
20. This is subject to the endorsement and agreement of each Partner through the appropriate Governance.
21. The County Council's contribution is anticipated to be £238,475 with the remaining contribution made by Stoke-on-Trent City Council and the Staffordshire Police, Fire & Crime Commissioners Office.

Overview and Scrutiny Committee Oversight

22. The proposed Pan-Staffordshire Child Exploitation & Missing Children and Young People Service was considered by Members of the Safeguarding Overview & Scrutiny Committee Meeting (formerly Safe & Strong Communities Select Committee) held on 22nd April 2021.
23. The Committee recognised the importance of building upon the existing model to extend the scope of the Service moving forward.
24. The Committee endorsed the emerging Commissioning Intentions of the Partnership, inviting further Oversight and Scrutiny, following the mobilisation of the Service.
25. The Committee wished for the Joint Commissioning Group to reconfigure the Performance and Data Reporting relating to Missing Children and Young People. This request of the Committee will be taken forward through the proposed commissioning arrangement.

Conclusion

26. The Joint Commissioning Group will continue to develop the Pan-Staffordshire Child Exploitation & Missing Children and Young People Service Model and Service Specification, underpinned by the Joint Strategic Needs Analysis.
27. The Partners of the Joint Commissioning Group will conclude dialogue to confirm the fixed value of the Contract and the contributions of each Partner.
28. Decisions relating to the Pan-Staffordshire Child Exploitation and Missing Children & Young People's Service will be taken by the Cabinet Member for Children and Young People in consultation with the Deputy Chief Executive and Director for Families and Communities.
29. The Pan-Staffordshire Child Exploitation and Missing Children & Young People's Service will be in place by the Autumn 2022, subject to the delegated decisions of the Cabinet Member for Children and Young People in consultation with the Deputy Chief Executive and Director for Families and Communities.

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Cabinet Meeting on Wednesday 21 July 2021

Public Health Contracting Plans



Cllr Julia Jessel, Cabinet Member for Health and Care said,

“The Council commissions services that improve people’s lives, often at moments of great individual stress. We place great emphasis on providing the best possible support while securing value for money for taxpayers.

This decision will allow us to maintain our work promoting good sexual health and supporting those with alcohol and drug dependencies, while offering a range of healthy living advice to people including giving up smoking, preventing diabetes and staying active later in life.”



Cllr Johnny McMahon, Cabinet Support Member for Public Health and Integrated Care said,

“The commissioning plans build on our commitment to work with partners in the NHS, as well as the wider public and third sectors in order to achieve the best possible outcomes for Staffordshire residents and ensure that public money is used efficiently and effectively. I look forward to seeing improved services and vaccination programmes in the coming years.

Report Summary:

The paper updates Cabinet on forthcoming commissioning plans for Public Health services and seeks authority to delegate the authority to award and authorise entering into contracts during the financial years 2021/22 and 2022/23 to be delegated to the Cabinet Member for Health and Care in consultation with the Cabinet Support Member for Public Health and Integrated Care and the Director for Health and Care.

Recommendations

I recommend that Cabinet:

- a. Note the forthcoming plans for sexual health, drug and alcohol and lifestyle services as detailed in this report; and

- b. Delegate authority to award and enter into relevant contracts for the services detailed in this report in the financial years 2021/22 and 2022/23 to the Cabinet Member for Health and Care in consultation with the Cabinet Support Member for Public Health and Integrated Care and the Director for Health and Care.

Local Members Interest
N/A

Cabinet – Wednesday 21 July 2021

Public Health Contracting Plans

Recommendations of the Cabinet Member for Health and Care

I recommend that Cabinet:

- a. Note the forthcoming plans for commissioning sexual health, drug and alcohol and lifestyle services as detailed in this report; and
- b. Delegate authority to award and enter into relevant contracts for the services in the financial years 2021/22 and 2022/23 to the Cabinet Member for Health and Care in consultation with the Cabinet Support Member for Public Health and Integrated Care and the Director for Health and Care.

Report of the Director for Health and Care

Reasons for Recommendations:

1. Public health outcomes are achieved in a variety of different ways. Staffordshire County Council (the Council) encourages people to help themselves by providing information, advice and guidance through a range of online tools. The Supportive Communities programme embraces the resources and skills of the voluntary sector to offer support. We are increasingly working with partners in a collective approach to tackle the root causes of issues like obesity.
2. The Council also commissions some specialist public health services, some of which are mandated by the grant conditions (such as sexual health services, NHS Health Checks and specialist children's programmes, while others are largely discretionary (such as drugs/alcohol, physical activity and stop smoking services). Specialist services are required where specific professional and evidence-based interventions are necessary. There are three public health services for adults:
 - a. Sexual health;
 - b. Drug and alcohol; and
 - c. Lifestyle services.
3. The Public Health Ring Fenced Grant (PHRFG) comes from HM Government with an expectation that these services are commissioned and is the principal funding source. There is also some additional HM Government funding for HIV prevention, drug treatment and weight management. Planned expenditure of the PHRFG is set out in Table 1. All Medium-Term Financial Strategy (MTFS) targets for adults' public health services have been achieved in previous years.
4. This report summarises commissioning plans for adults' public health services for the next two financial years. The aim is to improve the quality of and access to

services. The plans have been developed with partners and are likely to be well received by stakeholders and residents.

Table 1: Public Health Ring Fenced Grant (PHRFG) planned expenditure

Expenditure (£m)	2021/22	2022/23	2023/24	2024/25	2025/26
Sexual health	6.4	6.4	6.4	6.4	6.4
Drug and alcohol	4.7	4.7	4.7	4.7	4.7
Lifestyle services	1.6	1.6	1.6	1.6	1.6
Total adult specialist services	12.7	12.7	12.7	12.7	12.7
Healthy Child Programme	10.2	10.2	10.2	10.2	10.2
Other public health initiatives	17.1	17.1	17.1	17.1	17.1
Total PHRFG	40.0	40.0	40.0	40.0	40.0
Additional HM Government funding for adults' public health services	2.8	1.8	1.8	1.8	1.5

5. There are a range of safeguards in place to mitigate the potential risks of reduced income or price rises in future years. For example, contracts contain clauses linking their value with the income the Council receives, to ensure that any loss of grants do not create financial pressures. Similarly, spending plans contain contingency budgets to allow for inflationary or other pressures.

Sexual health

6. The commissioning plan is to re-procure sexual health services. These include sexual health clinics to diagnose and treat sexually transmitted infections (STIs) and offer family planning advice and interventions, as well as contraception available through pharmacies and GP practices.

7. There were over 25,000 visits to sexual health clinics in Staffordshire for STI testing and treatment in 2019/20 and more than 13,000 women accessed family planning advice and interventions. Face to face visits reduced during 2020/21 as a result of the Covid pandemic and were replaced by nearly 14,000 visits to an online service and 6,000 telephone appointments.

8. Sexual health services are currently provided by a range of providers as set out in Table 2. These operate well and a procurement is necessary as contracts end in March 2022.

9. The procurement will be informed by the output of a joint networking event with partners as well as a client survey and recovery and learning from the Covid pandemic. A Prior Information Notice (PIN) and market testing questionnaire went out to the market in March 2021 and have received a positive response. The procurement process is due to start in Summer 2021.

10. For sexual health services North and South Staffordshire will be consolidated into a single contract. This will be for 3+2+2 years to allow the provider time to grow the service and respond to unpredictable levels of demand and customer preferences following changes in behaviour due to the Covid pandemic. The Council is preparing

the procurement alongside colleagues from Stoke-on-Trent and Telford & Welkin Councils to explore the benefits of scale offered by commissioning services on a larger geographic footprint. This could improve pathways for patients and include a more attractive package for potential providers. Staffordshire would be the lead commissioner as the partner with the largest financial contribution.

Table 2: Sexual health service providers

No.	Contracts	Area	Provider	Contract value (£m)	Contract end
1	Sexual health clinics	North Staffordshire	Midlands Partnership NHS Foundation Trust (MPFT)	1.385	31/03/2022
2		South Staffordshire	MPFT	3.495	31/03/2022
3	Emergency hormonal contraception	Whole county	Lloyds Pharmacy	0.135	31/03/2022
4	Long acting reversible contraception	Whole county	71 GP practices	0.697	31/03/2022
	Sub-total			5.712	
	Other Costs				
5	Stafford Civic Centre Clinic Accommodation	Stafford, Cannock, South Staffordshire and Surrounds	Stafford Borough Council	0.064	
6	Staffordshire Residents Out of Area	Out of County	Various	0.520	Under open access guidelines
7	HIV pre-exposure prophylaxis	Whole county	MPFT	0.129	Annually confirmed in PHRFG
	Total			6.425	

11. The total value of sexual health clinic contracts from April 2022 will be £5.073m. This represents the £4.880m of the sexual health clinic contracts (rows 1 and 2) as outlined in Table 2, plus continuation of £0.129m (row 7) additional funding from Department of Health and Social Care in 2021/22 for HIV prevention through pre-exposure prophylaxis, and the £64k cost of the primary clinic in Stafford (row 5) which is contracted separately.

12. Emergency hormonal contraception will be procured in a separate lot, in parallel with sexual health clinics. For long acting reversible contraception a range of procurement options are being considered.

Drug and alcohol

13. Drug and alcohol services were last recommissioned during 2019/20, with a new contract, provided by charity Humankind and partners, commencing in April 2020. The services have been implemented and are operating well, which is especially impressive as they were mobilised during the high point of the first wave of the Covid pandemic. The eligibility criteria for the services have been expanded to include lower level problem drinkers, as there appears to be an increased demand from this group since the start of the COVID pandemic.
14. Services are designed to improve health, reduce offending and ensure safeguarding. Around 3,000 people are treated each year, around half have problems with opiates (mainly heroin) and half have problems with alcohol. Services include medication (such as methadone), therapy (such as residential rehabilitation) and practical support (help finding housing, employment etc.).
15. Additional funding (around £1.2m) has been made available by Public Health England (PHE) from 2021/22 for regional consortia to commission inpatient detoxification services. The Council is leading the West Midlands consortium and we will be procuring services during 2021/22, which will improve quality and access for Staffordshire residents. The Council is entering into an agreement with the West Midlands consortium detailing the responsibilities of the members of the consortium and the Council as the lead authority.
16. A further £440,000 has been provided by PHE in 2021/22 for services to reduce drug-related deaths and drug-related offending. This is for one year in the first instance, with the possibility of future funding depending on the outcome of the next spending review. The Council is considering its options in respect of providing these services, on the basis that at this stage the funding is only available for the financial year 2021/22.

Lifestyle Services

17. Lifestyle services include stop smoking, weight management, physical activity, falls prevention, social isolation and NHS health checks. Table 1 shows the number of people who engaged in each element of the service and the number who achieved a successful outcome in 2019/20.

Table 3 Lifestyle contract, activity and outcomes 2019/20

Intervention	Activity	Successful outcomes*
Malnutrition	12	8
Weight Management	536	152
Stop Smoking	338	135
Physical Activity	683	357
Falls Prevention	263	226
Social Isolation	531	370
NHS Health Checks	6914	3669
Total	9277	4917
*Outcome Definitions - all measured at 12 weeks from initial assessment		
Malnutrition - Service users who demonstrate stable weight (for those whose prior to initial assessment measure shows weight loss) or have gained weight (for those whose prior to initial assessment weight was stable)		
Weight Management - Obese service users that achieve 5% reduction in body weight		
Stop Smoking - Service Users who successfully stop smoking (self-report following Russel Standard definitions: Microsoft Word - russellstandardclinicalversion2.doc (ncsct.co.uk))		
Physical Activity - Service users who increase their physical activity from being sedentary to active (International Physical Activity Questionnaire)		
Falls Prevention - Service Users who action 100% of their at-risk indicators following a multifactorial falls risk assessment		
Social Isolation/Loneliness - Service users who reduce their loneliness or social isolation score		
NHS Health Check - the number of NHS Health Checks completed out of those invited.		

18. During the Covid pandemic the services have been provided remotely (phone, online, postal) and where this has not been possible staff have been diverted to other efforts in support of the pandemic response.
19. The impact of the COVID pandemic and the service changes have affected results in different ways – we have adapted services to be responsive to these changes. For example, provision of social isolation interventions has increased, whereas delivery of Falls Prevention and Physical Activity have reduced – primarily as they are not suited to remote delivery methods.
20. The main contract is provided by Everyone Health and runs until the end of March 2023. Therefore, a re-procurement will be conducted during the financial year 2022/23.

Other public health initiatives

21. In addition to the main specialist service areas outlined above, the PHRFG is provided by Government to achieve a range of health and wellbeing outcomes, as defined in the Grant Conditions, including:

Approx. likely spend

- Physical activity	£4.2m
- Health at work	£200k
- Public Mental Health	£700k
- Community safety, violence prevention & social exclusion	£800k
- Fluoridation	£250k
- Accidents prevention	£2.2m
- Staffing	£2m
- Yet to be committed	£1.2m

22. As mentioned earlier in the report, there are many ways of achieving Public Health outcomes. Therefore, in order to achieve these diverse goals, the Public Health and Prevention team works alongside colleagues across the Council and external partners to identify and support those initiatives that are best able to deliver the results we require, particularly those that impact early on large numbers of people.

23. A key aspect of our commissioning approach is to focus on the delivery outcomes, not just funding activities.

24. This paper has primarily focussed on commissioned contracts. However, the aspirations for the wider Public Health approach includes a number of other issues, that will be based on the annual Joint Strategic Needs Assessment (JSNA) – such as projects developed with the third sector (e.g. Community Help Points) that are responsive to issues emerging from the COVID pandemic like social isolation.

Resource and Value for Money Implications

25. All the commissioning plans are funded through the PHRFG or other dedicated HM Government funding. There is no impact on the Council's MTFS.

26. The PHRFG has not been confirmed beyond 2021/22: it is unlikely that it would be withdrawn without an alternative source of funding, however there is a risk that the Council could be left with unfunded contracts. This will be mitigated by ensuring suitable break clauses that could be invoked in the event that funding is discontinued.

Legal Implications

27. The commissioning plans do not have any significant legal implications. Services will be commissioned in accordance with national guidelines and the procurement will be undertaken in accordance with the Council's internal Procurement and Financial Regulations and the Public Contract Regulations 2015. Contracts will be awarded after the completion of the procurement process.

28. Any decisions to extend and vary any existing contracts or new contractual arrangement will be made in accordance with the Council's internal Procurement and Financial Regulations and the Public Contract Regulations 2015, and authorised in accordance with the Council's Constitution.

List of Background Documents/Appendices:

None.

Contact Details

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Cabinet Meeting on Wednesday 21 July 2021

Recommissioning of a Staffordshire Integrated Advocacy Service



Cllr Julia Jessel, Cabinet Member for Health and Care said,

“The availability of a professional advocacy service is essential to provide support and a voice to those who, for a variety of reasons, may not otherwise be able to fully express what they want.

Every year this service supports hundreds of people across the county to take more control of how they live their lives.”



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

“Dealing with the authorities and institutions can be a daunting experience for any of us, let alone potentially vulnerable children and young people who need support at a key stage in their lives.

The recommissioning of the Staffordshire Integrated Advocacy Service will provide the continuation of effective, focused help for those who need it most.”

Report Summary:

Advocacy is the provision of help and representation by an advocate in supporting and enabling a person who is otherwise unable to speak up for themselves to self-advocate or to speak up on the person’s behalf. It means supporting people to take more control about decisions over their lives and to make informed choices

The County Council currently commissions a Staffordshire wide, single, Integrated Advocacy Service which provides a more comprehensive approach to coordination and delivery of the following statutory advocacy services:

- Independent Mental Capacity Advocacy (IMCA) including Deprivation of Liberty Safeguards (DoLS) and paid Representatives
- Independent Mental Health Advocacy (IMHA)
- Care Act Advocacy, including for Prisoners
- Independent Health Complaints Advocacy Service (ICAS)

The contract term of the current service runs from 01 April 2018 to 31 March 2022 with no further extension option. The current contract eligibility includes adults with care and support needs, young people in transition/preparing for adulthood aged 14 years and above, and the carer(s) of both.

During 2020/2021 there were a total of 1,232 advocacy cases supported through the current contract. Individuals provided with advocacy support during this period included those with an acquired brain injury, autism, dementia, learning disability, mental health condition, physical disability, sensory impairment, stroke, substance use/addiction

Whilst soft market testing is currently underway, options available for retendering the service have been considered and are evaluated in the following report.

Recommendations

I recommend that Cabinet:

- a. Approves the commencement of a competitive tender process to procure the commissioned service in accordance with Option A (recommission of an equivalent Integrated Advocacy service model), as detailed in this report.
- b. Provides approval for the contract to be awarded and entered in to with the successful provider, following the competitive tender process, be delegated to the Director for Health and Care and the Deputy Chief Executive and Director for Families and Communities.

Local Members Interest
N/A

Cabinet – Wednesday 21 July 2021

Recommissioning of a Staffordshire Integrated Advocacy Service

Recommendations of the Cabinet Member for Health and Care and the Cabinet Member for Children and Young People

I recommend that Cabinet:

- a. Approves the commencement of a competitive tender process to procure the commissioned service in accordance with Option A (recommissioning of an equivalent Integrated Advocacy service model), as detailed in this report.
- b. Provides approval for the contract to be awarded and entered into with the successful provider, following the competitive tender process, to be delegated to the Director for Health and Care and the Deputy Chief Executive and Director for Families and Communities.

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

Reasons for Recommendations:

Advocacy

1. Advocacy is the provision of help and representation by an advocate in supporting and enabling a person who is otherwise unable to speak up for themselves to self-advocate or to speak up on the person's behalf. It means supporting people to take more control about decisions over their lives and to make informed choices.
2. The Council uses Advocacy to support individuals who are eligible to access the range of statutory services within the contract.

Current Advocacy Services

3. The County Council currently commissions a Staffordshire wide, single, Integrated Advocacy Service which provides a more comprehensive approach to coordination and delivery of the following statutory advocacy services:
 - a. Independent Mental Capacity Advocacy (IMCA) including Deprivation of Liberty Safeguards (DoLS) and Paid Representatives
 - b. Independent Mental Health Advocacy (IMHA)
 - c. Care Act Advocacy, including for Prisoners
 - d. Independent Health Complaints Advocacy Service (ICAS)
4. The contract for the current service runs from 01 April 2018 to 31 March 2022 with no further extension option. The service model has been running well, including

during the Covid 19 pandemic with a fairly consistent level of support provided throughout the contract period, no significant waiting lists and no quality concerns or complaints of note being raised.

5. The current contract eligibility includes adults with care and support needs, young people in transition/preparing for adulthood aged 14 years and above, and the carer(s) of both. During 2020/2021, the service supported 1,232 advocacy cases, including individuals with an acquired brain injury, autism, dementia, learning disability, mental health condition, physical disability, sensory impairment, stroke and substance use/addiction.
6. The current four-year contract value is £2,008,376 with increasing efficiencies across the term of the contract and a final year (2021/2022) value of £476,744.

Commissioning Options

7. Options available for retendering the service have considered pending changes to replace the Deprivation of Liberty Safeguards (DoLS) with the new Liberty Protection Safeguards (LPS). A revised Impact Assessment from the Department of Health and Social Care (DHSC) is expected, for consultation, in Summer 2021 with new LPS regulations proposed to commence from April 2022. This will enable the calculation of potential cost implications for Staffordshire as a result of anticipated additional IMCA referrals arising from LPS applying to additional settings such as supported living, shared lives, private and domestic settings (not just hospitals and care homes) and including 16 and 17 year olds, not just adults.
8. The DHSC has initially indicated that 25% of people subject to the new LPS will require direct IMCA support and, on average, an IMCA provides 38 hours direct support per client at approx. £35 per hour. As a result of legislative changes, the current level of approx. 4,000 DoLS referrals per year in Staffordshire could reasonably be expected to rise to between 5,000 and 6,000 per year. Applying DHSC estimates, this would equate to 1,250 to 1,500 people in Staffordshire at a cost of between £1.6m and £2m, for IMCA cases alone.
9. The Government has confirmed that there will be a transitional period of up to 1 year, where DoLS will run alongside LPS to support transfers between the two.
10. As the current Integrated Advocacy Service model introduced in 2018/19 has proved successful, unless market engagement indicates otherwise, it is proposed we re-commission using the same model with no expected material change to the service specification. Drafting of any new specification will be completed jointly between both Adults and Children's services to ensure there is no duplication with any other existing statutory advocacy services for individuals aged 14 to 18.
11. **Option A: Re-commission an equivalent Integrated Advocacy Service model to commence on 01 April 2022, for a maximum contract period of 4 years.** Whilst we do not expect any material change from the current service specification, the successful provider will need to transfer from delivering an IMCA DoLS to an IMCA LPS service when the Code of Practice/Guidance is published. This will

require the contract and budget to be varied in line with reasonable capacity adjustments required as a result of that change.

Risks	Mitigations
Limited bidders due to uncertainty re LPS (LOW)	Initial market engagement indicates interest in the tender opportunity. Other LA's have successfully taken this approach.
Further delays to the new LPS (LOW)	A contract period of up to 4 years, allowing continuity of service.
Successful provider does not agree to any proposed contract variation(s) following confirmation of LPS (MEDIUM)	ITT Questionnaire to include requirement for a clear plan on how provider will accommodate any extra demand, which will form part of evaluation/award criteria. Work with provider to mitigate any concerns they may have
We receive clarity re LPS implications at the point we are about to/have already gone out to tender (MEDIUM)	Ability to withdraw the tender, approach current provider for an extension (as per Option B) and then revise/recommence the tender process– albeit not an ideal approach.

12. **Option B: Extend the existing contract, by an Exception Report from Procurement Regulations, for an additional period of up to 12 months**, in 3 monthly allocations whilst awaiting clarity on LPS legislation implications and additional government funding (if available).

Risks	Mitigations
Challenge from wider market (LOW)	Extending current contract by short period only
Current Provider may not accept extension period on offer (LOW)	Unlikely but Commissioners can discuss in advance should this Option be chosen
Extension results in us exceeding the value of the original OJEU (procurement) notice (LOW)	Ability for Procurement to amend the original OJEU
Updated LPS legislation is delayed further and beyond period of extension (LOW)	Further extension or move to Option A

13. The **preferred Option A** would have an initial budget set at the current (2021/2022) expenditure levels of £477,000 per annum. The total budget available for the new commission is £553,280 per annum but it is proposed that the surplus of £76,280 per annum remains as a contingency to contribute towards anticipated increased IMCA costs, given uncertainties over additional Government funding that will be made available to support this legislative change. However, there could still be a significant potential funding shortfall in a worst-case scenario situation, for Staffordshire.
14. Based upon the proposed budget for the new service plus anticipated increased IMCA costs as a result of legislative changes, the Council could expect to commit expenditure, over the 4 year period of the contract, in excess of £2m. Any increase in demand (which is still to be clarified) as a result of legislative changes, above the current allocated budget for this service, is not currently included within the Medium Term Financial Strategy.

Health and Care Overview and Scrutiny Committee and Safeguarding Overview and Scrutiny Committee

15. As we do not expect to make any material change to the service/model, this matter has not been formally tabled for Health and Care Overview and Scrutiny Committee or the Safeguarding Overview and Scrutiny Committee. The Chairs of both have been briefed on these proposals and all questions raised have been addressed.

List of Background Documents/Appendices:

Community Impact Assessment – Summary Document

Contact Details

Assistant Director: Andrew Jepps, Assistant Director, Care Commissioning

Report Author: Richard Deacon, Commissioning Officer, All Age Disability and Mental Health Commissioning Team

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Staffordshire
County Council

Community Impact Assessment Checklist and Executive Summary

Name of Proposal:

Recommissioning of a Statutory Integrated Advocacy Service

Project Sponsor:

Andrew Jepps (Assistant Director – Care Commissioning)

Project Manager:

Richard Deacon, Commissioning Officer, Health & Care

Date Completed:

21/06/21

Final Checklist

Prior to submitting your Community Impact Assessment (CIA), please ensure that the actions on the checklist below have been completed, to reassure yourself / SLT / Cabinet that the CIA process has been undertaken appropriately.

Checklist	Action Completed	Comments/Actions
The project supports the Council's Business Plan, priorities and MTFs.	Yes	
It is clear what the decision is or what decision is being requested.	Yes	Seeking Cabinet Key Decision to progress with a competitive tender process and for the decision for the contract to be awarded and entered into to be delegated to the Director for Health and Care and the Director for Families and Communities
For decisions going to Cabinet, the CIA findings are reflected in the Cabinet Report and potential impacts are clearly identified and mitigated for (where possible).	Yes	
The aims, objectives and outcomes of the policy, service or project have been clearly identified.	Yes	
The groups who will be affected by the policy, service or project have been clearly identified.	Yes	
The communities that are likely to be more adversely impacted than others have been clearly identified.	Yes	
Engagement / consultation has been undertaken and is representative of the residents most likely to be affected.	Yes	We are proposing to recommission an existing Integrated service model that was initially informed by engagement with other LA's, Providers and the All Age Disability Partnership (2018). The current model has proved successful and current market engagement has supported the continuance of an Integrated model as best practice.
A range of people with the appropriate knowledge and expertise have contributed to the CIA.	Yes	
Appropriate evidence has been provided and used to inform the development and design of the policy, service or project. This includes data, research, engagement/consultation, case studies and local knowledge.	Yes	
The CIA evidences how the Council has considered its statutory duties under the Equality Act 2010 and how it has	Yes	

Checklist	Action Completed	Comments/Actions
considered the impacts of any change on people with protected characteristics.		
The next steps to deliver the project have been identified.	Yes	

Executive Summary

The Executive Summary is intended to be a collation of the key issues and findings from the CIA and other research undertaken. This should be completed after the CIA and research has been completed. Please structure the summary using the headings on the left that relate to the sections in the CIA template. Where no major impacts have been identified, please state N/A.

	Which groups will be affected?	Benefits	Risks	Mitigations / Recommendations
PSED What are the impacts on residents with a protected characteristic under the Equality Act 2010? Highlight any concerns that have emerged as a result of the equality analysis on any of the protected groups and how these will be mitigated. It is important that Elected Members are fully aware of the equality duties so that they can make an informed decision, and this can be supported with robust evidence.	All Groups – There will be equal access to any individual meeting eligibility for statutory advocacy services within the contract (including adults with care and support needs and children in transition to adult services from age 14+)	A continued single point of access model to provide a range of statutory advocacy services where need requires. Individuals accessing this service will usually already be known to Social Care For SCC staff this will continue to provide a more streamlined approach to the access to and management of a number of separate statutory advocacy services	Anticipated legislative changes from Deprivation of Liberty Safeguards (DoLS) to Liberty Protection Safeguards (LPS) will likely result in an increased requirement for some elements of the service. This may impact upon provider response times, which assessment & care management staff may have to manage with those requiring the service and their families/carers	The successful provider(s) will be required, as part of the Procurement process, to evidence a clear plan for how they will accommodate any extra demand, and this will form part of the evaluation/award criteria.
Health and Care How will the proposal impact on residents' health? How will the	Mental Health & Wellbeing; Healthy Lifestyles, Access to Social Care, Independent Living, Safeguarding	A continued single point of access model will include IMHA and IMCA provision for those requiring specialist mental health support and promotion of self-	There is a risk that individuals who do not meet eligibility criteria but who would benefit from	The successful provider will be expected to work with and signpost to other services in the wider Information, Advice and Guidance system and to share

	Which groups will be affected?	Benefits	Risks	Mitigations / Recommendations
proposal impact on demand for or access to social care or health services?		<p>advocacy where possible and work in partnership with other providers/organisations to help signpost individuals to appropriate services or information, advice and guidance.</p> <p>Individuals will be involved in their Care assessment & Support Planning, with their best interests taken into account, which should result in more appropriate and sustainable care and support being in place</p> <p>New legislative changes will include the expanded application of LPS to other settings such as supported living, shared lives, private and domestic settings meaning people living in their own home will now have access to advocacy support where eligible.</p>	<p>some form of non-statutory advocacy will not be able to access support and as a result may not be able to exercise choice and control over their life. This could result in them entering the system at a later date.</p> <p>There is a risk that those individuals who do not yet meet the criteria for statutory advocacy but who rely on support from family and friends etc may not be appropriately supported to have their voice heard in decisions about their life and/or may have the wrong decisions made on their behalf.</p> <p>Changes to legislation result in increased demand for services potentially leading to increased waiting times</p>	<p>knowledge so that improvements can be made and more people can self-advocate, reducing the need for advocacy services. The Provider(s) will also be asked to note what added value they can bring to the contract and describe partnership working already in place.</p> <p>The successful provider(s) will be required, as part of the Procurement process, to evidence a clear plan for how they will accommodate any extra demand, and this will form part of the evaluation/award criteria.</p>
Economy	Economic Growth			

	Which groups will be affected?	Benefits	Risks	Mitigations / Recommendations
How will the proposal impact on the economy of Staffordshire or impact on the income of Staffordshire's residents?		If more than one Provider bids for the work and choose to work as a consortium, or a successful provider elects to sub-contract some elements to another provider, to deliver statutory advocacy services in Staffordshire	Provider collaborations do not always work successfully, potentially causing delivery challenges	Any proposals for collaborations or partnership working would be assessed as part of a provider tender process
Environment	None	n/a	n/a	n/a
How will the proposal impact on the physical environment of Staffordshire? Does this proposal have any Climate Change implications?				
Localities / Communities	Community Development/Capacity; Volunteering; Rural Communities	The proposal is intended to increase community capacity and for providers of services and communities to work collaboratively. The successful Provider(s) is expected to work with and signpost to other providers in the wider Information, Advice and Guidance System and to share knowledge so that improvements can be made and more people can self-support, reducing the need for advocacy services. The Provider(s) will also be asked to note what added value they can bring to the contract and describe partnership working already in place and how they will comply with Social Value requirements and demonstrate how they will utilise volunteers	Changes to legislation result in increased demand for services, and possibly increased travel time supporting more people in rural communities, potentially leading to increased waiting times	The successful provider(s) will be required, as part of the Procurement process, to evidence a clear plan for how they will accommodate any extra demand, and this will form part of the evaluation/award criteria.
How will the proposal impact on Staffordshire's communities?				

	Which groups will be affected?	Benefits	Risks	Mitigations / Recommendations
		<p>across the service instead of relying on paid staff when this is not necessary. This will be scored as part of tender evaluation and monitored via Contract Management processes.</p> <p>The contract will be county wide and the successful Provider(s) will need to access and support individuals that live in rural communities if they are eligible for the service. This will be even more relevant as the anticipated changes in legislation will mean that more people in more settings such as supported living, shared lives, private and domestic settings may be eligible</p>		

Cabinet Meeting on Wednesday 21 July 2021

UK Community Renewal Fund – Priority Projects



**Cllr Philip White, Deputy Leader of the Council
and Cabinet Member for Economy and Skills**

“It is a priority to the county council to reinvigorate our communities and businesses through investment, skills development, job creation and regeneration. The UK Community Renewal Fund could be another lever to support our continued drive to deliver this for the people of Staffordshire. We have received strong project applications and prioritised a selection to go forward for consideration by the Government. We’re confident these will make a real difference to communities and businesses and look forward to seeing successful bids beginning later this summer.”

Report Summary:

The £220m UKCRF aims to support people and communities most in need across the UK to pilot programmes and new approaches and will invest in skills, community and place, local business, and supporting people into employment. The level of interest we have seen locally in the UKCRF bidding process has been very positive and as a result we have created a pipeline of projects from a broad range of organisations reflecting our ambitions for Staffordshire. The government plan to announce the successful projects at the end of July and the delegation is needed to mobilise the projects quickly, to support delivery and the completion of outputs and impact by the end of March 2022.

Recommendations

I recommend that Cabinet:

- a. Agree that Staffordshire County Council (the “Council”) continues its role as Lead Authority for the UK Community Renewal Fund (UKCRF) and moves to the additional role of Accountable Body for the UKCRF;
- b. Agree that the Director of Economy, Infrastructure & Skills be given delegated authority to:
 - i. authorise the Council to enter into an agreement (Accountable Body Agreement) with the Ministry of Housing, Communities and Local Government (MHCLG) formalising the Council’s role as Lead Authority and Accountable Body for the UKCRF
 - ii. authorise the Council to enter into an individual grant funding agreement (Grant Agreement) with each of the successful providers

- iii. (if applicable) authorise any formal variations or extensions required to the Accountable Body Agreement or to the individual Grant Agreements based on performance or changes in UKCRF Guidance.

Local Members Interest
N/A

Cabinet – Wednesday 21 July 2021

UK Community Renewal Fund – Priority Projects

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

I recommend that Cabinet:

- a. Agree that Staffordshire County Council (the “Council”) concludes its role as Lead Authority for the UK Community Renewal Fund (UKCRF) and moves to the role of Accountable Body for the UKCRF;
- b. Agree that the Director of Economy, Infrastructure & Skills be given delegated authority to:
 - i. authorise the Council to enter into an agreement (Accountable Body Agreement) with the Ministry of Housing, Communities and Local Government (MHCLG) formalising the Council’s role as Lead Authority and Accountable Body for the UKCRF
 - ii. authorise the Council to enter into an individual grant funding agreement (Grant Agreement) with each of the successful providers
 - iii. (if applicable) authorise any formal variations or extensions required to the Accountable Body Agreement or to the individual Grant Agreements based on performance or changes in UKCRF Guidance.

Report of the Director of Economy, Infrastructure and Skills

Reasons for Recommendations:

Background

1. The £220m UKCRF aims to support people and communities most in need across the UK to pilot programmes and new approaches and will invest in skills, community and place, local business, and supporting people into employment. The fund will operate from 2021 – 2022 only and invite a range of applicants to bid including but not limited to universities, voluntary, community and social enterprise organisations and umbrella business groups.
2. The fund will target the following investment priorities:
 - a. Investment in skills
 - b. Investment for local business
 - c. Investment in communities and place
 - d. Supporting people into employment

3. The UKCRF is a transition fund to the UK Shared Prosperity Fund and replaces the European Regional Development Funding. The UKCRF will help inform the design of the UK Shared Prosperity through funding of one-year pilots, but the funds are distinct with regard to design (including allocation approach), eligibility and duration. Successful UKCRF bids will be for 2021-22 only.
4. The County Council as Lead Authority for Staffordshire invited bids from a range of project applicants through an open bidding process, appraised and prioritised projects up to a maximum of £3m per Place (district/borough) and submitted a shortlist to UK Government who will select projects based on the published assessment criteria.
5. Staffordshire County Council is the Lead Authority for one of the Government's priority areas, Newcastle-under-Lyme.

Invitation & Engagement

6. The Council operated an open process inviting a broad range of organisations to submit bids to deliver new and innovative projects to inform the shaping of the UK Shared Prosperity Fund.

Responses

7. In total, the County Council received 31 project applications by its closing date of noon on 14th May. The breakdown of project applicants was 2 Fe Colleges, 5 Local Authorities, 14 Private sector (largely independent training providers), 2 third sector, 6 universities and 2 other.
8. The total project values of bids were over £28million and the total UKCRF request was almost £23million. Of the 31 applications, 27 (87%) feature activity in Newcastle under Lyme, although not all have 51% or more of expenditure/activity in Newcastle and are therefore not a priority place bid. The number of bids that hit this threshold as a Priority Place bid for Newcastle under Lyme is 23 (74%) bids with a funding value of over £12.4million equivalent to more than half the value of all bids received.

Review process

9. The Council commissioned the services of a third party, Mott MacDonald to provide advice and guidance on the review of the criteria 1 – strategic fit and criteria 2 deliverability, effectiveness and efficiency. Factors also considered included:
 - a. Whether the level of spend and output delivery is achievable in a 9-month timeframe
 - b. Whether the applicant has a clear and credible route to securing the project's beneficiaries
 - c. Does the applicant have a delivery base or a credible and confirmed plan to deliver in the target location?
 - d. If the project duplicates existing delivery

- e. Are the risks provided credible and properly mitigated with respect to the above items?

Prioritisation of projects

10. Mott MacDonald project shortlisting was undertaken by taking account of the project scores and risk ratings and the following principals were applied:
 - a. Projects that pass the gateway criteria.
 - b. Principal of majority spend in Newcastle-under-Lyme.
 - c. Ranked projects based on total appraisal scores (cut off point of 60%)
 - d. Projects that scored a RAG rating of green or amber.
 - e. Spread of programme delivery

Legal Implications

11. All successful bidders will be required to enter into a formal legal agreement (Grant Agreement) with the Council in its capacity as an Accountable Body for UK Community Renewal Fund expenditure, as a pre-condition of their eligibility to draw down funds. The Grant Agreement will reflect the terms of the Accountable Body Agreement entered into between the Council and MHCLG.
12. Applicants were invited via the MHCLG designed application form to declare whether or not their bid would amount to a subsidy, however they were not required to give any reasons where they made a negative declaration. There was concern, therefore, that there was both insufficient information on which to make an informed assessment of each project as well as insufficient time to scrutinise each individually given the very tight timescale set by central government.
13. As a result, the Council sought guidance from the Department for Business, Energy and Industrial Strategy. Its view is that neither the applicant nor the Council should be expected to make such an assessment and the onus is on the scheme designer to ensure compliance with the legislation through its conditions of eligibility for participation in the scheme. Further, the Grant Agreement includes provision that, should the grant be deemed an unlawful subsidy by central government, the applicant may be required to repay the whole grant amount.

Resource and Value for Money Implications

14. The Council requested applications from organisations from the private sector, charitable and voluntary organisations, to complete a due diligence form as published on the Council web page. Financial checks for all applications were undertaken using Experian. (www.experian.co.uk)

Timescale

15. The UK Government will announce successful projects by the end of July and projects will need to be completed by March 2022.

16. Due to the tight timescale there is a need to mobilise the projects swiftly after the Government announcement, to provide full opportunity to deliver the required outputs and impact by the end of March 2022.

Risks Identified

17. The UKCRF programme whilst providing an opportunity for investment in jobs, skills, business and communities presents some challenges and limitations in its design and implementation. The encouragement for larger projects valued at £500,000 or more from applicants to maximise impact and deliverability is a challenge to develop new projects or for small organisations to operate at this scale.

18. The requirements for all projects to commence from award in August 2021 and have all delivery, expenditure and evaluation completed by the end of March 2022 requires a sizeable scale of organisation to have a reasonable chance of success.

Conclusion

19. The level of interest we have seen locally in the UKCRF bidding process has been very positive and as an output we have created a pipeline of projects from a broad range of organisations including projects from the public and private sector.

List of Background Documents/Appendices:

Community Impact Assessment – Checklist and Executive Summary

Contact Details

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Report Author: David Poole
Job Title: Head of Employer Skills Partnerships
Telephone No: 01785 854058
Email Address: David.poole1@staffordshire.gov.uk



Staffordshire
County Council

Community Impact Assessment Checklist and Executive Summary

Name of Proposal:

UK Community Renewal Fund

Project Sponsor:

Anthony Baines, Assistant Director for Skills & Employability

Project Manager:

David Poole, Head of Employer Skills Partnerships

Date Completed:

24/05/21

Final Checklist

Prior to submitting your Community Impact Assessment (CIA), please ensure that the actions on the checklist below have been completed, to reassure yourself / SLT / Cabinet that the CIA process has been undertaken appropriately.

Checklist	Action Completed	Comments/Actions
The project supports the Council's Business Plan, priorities and MTFs.	✓	The UK CRF process supports the Staffordshire County Council Strategic Plan & the Staffordshire County Council 5 year Economic & Recovery Strategy.
It is clear what the decision is or what decision is being requested.	✓	To approve 4 recommendations as detailed in the report
For decisions going to Cabinet, the CIA findings are reflected in the Cabinet Report and potential impacts are clearly identified and mitigated for (where possible).	✓	The cabinet report includes a risk and issues log identifying mitigations
The aims, objectives and outcomes of the policy, service or project have been clearly identified.	✓	As detailed in the cabinet paper, report summary & background
The groups who will be affected by the policy, service or project have been clearly identified.	✓	Groups affected include people, businesses and organisations.
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.		
A range of people with the appropriate knowledge and expertise have contributed to the CIA.	✓	
Appropriate evidence has been provided and used to inform the development and design of the policy, service or project. This includes data, research, engagement/consultation, case studies and local knowledge.	✓	The evidence base used to determine the CIA is the UK CRF project application forms and the associated annexes – project impact indicators, funding package and profile, project risks.
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 CIA describes that All projects have considered the equalities impact of its proposal, the relevant affected groups, based upon protected characteristics and any measures it proposes in response to these impacts.
The next steps to deliver the project have been identified.	✓	

Executive Summary

The Executive Summary is intended to be a collation of the key issues and findings from the CIA and other research undertaken. This should be completed after the CIA and research has been completed. Please structure the summary using the headings on the left that relate to the sections in the CIA template. Where no major impacts have been identified, please state N/A.

	Which groups will be affected?	Benefits	Risks	Mitigations / Recommendations
<p>PSED</p> <p>What are the impacts on residents with a protected characteristic under the Equality Act 2010? Highlight any concerns that have emerged as a result of the equality analysis on any of the protected groups and how these will be mitigated. It is important that Elected Members are fully aware of the equality duties so that they can make an informed decision, and this can be supported with robust evidence.</p>	All groups will be affected	All people with varying protected characteristics will benefit from the projects associated with the UK CRF.	No specific risks. All project risks to feature in the project applicant's risk assessment table.	All projects have prescribed how it has considered the equalities impact of its proposal, the relevant affected groups, based upon protected characteristics and any measures it proposes in response to these impacts
<p>Health and Care</p> <p>How will the proposal impact on residents' health? How will the proposal impact on demand for or access to social care or health services?</p>	The projects target 3 broad groups, people, businesses & organisations.	The UK CRF projects will empower places to explore how best to tackle local challenges, through building skills, supporting businesses & communities and providing employment support.	No specific risks. All project risks to feature in the project applicant's risk assessment table.	Each project has described the key risks to delivery, identified appropriate mitigations and the processes to monitor the risks.
<p>Economy</p> <p>How will the proposal impact on the economy of Staffordshire or impact on the income of Staffordshire's residents?</p>	The projects target 3 broad groups, people, businesses & organisations.	The UK CRF projects will empower places to explore how best to tackle local challenges, through building skills, supporting businesses & communities and providing employment support.	No specific risks. All project risks to feature in the project applicant's risk assessment table.	Each project has described the key risks to delivery, identified appropriate mitigations and the processes to monitor the risks.
Environment				

	Which groups will be affected?	Benefits	Risks	Mitigations / Recommendations
How will the proposal impact on the physical environment of Staffordshire? Does this proposal have any Climate Change implications?	The projects target 3 broad groups, people, businesses & organisations.	Each project needs to identify how it supports the gov't.'s net zero ambitions or wider environmental considerations.	No specific risks. All project risks to feature in the project applicant's risk assessment table.	Each project has described the key risks to delivery, identified appropriate mitigations and the processes to monitor the risks.
Localities / Communities	The projects target 3 broad groups, people, businesses & organisations. A priority theme is the investment in communities and place.	The investment in communities and place theme has a focus to maximise opportunities to bring people together, build social fabric and boost recovery resilience.	No specific risks. All project risks to feature in the project applicant's risk assessment table.	Each project has described the key risks to delivery, identified appropriate mitigations and the processes to monitor the risks.
How will the proposal impact on Staffordshire's communities?				

Cabinet Meeting on Wednesday 21 July 2021

Waste Management – Retender for the Disposal of Sweepings and Gully Waste



Cllr Simon Tagg, Cabinet Member for Environment, Infrastructure and Climate Change said,

“As a county council, we are committed to caring for our environment and how we manage waste goes hand in hand with this.

‘This procurement exercise will allow us to explore all the options for managing waste from our roads and get the best deal for taxpayers’ money.’”

Report Summary:

Staffordshire County Council (SCC) is undertaking a procurement to provide treatment facilities for sweepings (street cleaning residues) collected by Staffordshire Waste Collection Authorities (WCAs) and gully waste collected by Amey LG (Amey) on behalf of SCC. All references to sweepings in the text should be assumed to include gully waste.

Sweepings collected by Staffordshire WCAs are currently treated under arrangements procured by Warwickshire County Council, and involving, in addition to Warwickshire, SCC, Leicestershire County Council, Worcestershire County Council and Coventry City Council. The current arrangements will end on 2 January 2022 and there are no further extensions available.

Warwickshire County Council intend to re-procure for sweepings treatment on a partnership basis. SCC had expressed interest in potentially joining such a partnership arrangement. The outcome of Warwickshire County Council’s procurement will however not be known until November 2021. If the Warwickshire procurement does not provide an acceptable solution for the treatment of Staffordshire’s sweepings, there would be insufficient time between November 2021 and January 2022 for SCC to procure an alternative service.

In order therefore to ensure that SCC is not exposed to the risk of a potentially less than optimum arrangement for the treatment of sweepings, SCC will undertake a separate procurement exercise to provide sweepings treatment designed expressly to meet Staffordshire’s requirements.

It is anticipated that the aggregate value of this contract, assuming all of SCC’s sweepings plus Amey gully waste, over a total term of 7 years would exceed £2.5M.

Recommendation

I recommend that Cabinet:

- a. Delegate authority to the Director for Economy, Infrastructure and Skills, in consultation with the Cabinet Member for Environment, Infrastructure and Climate Change, to let a contract (or contracts) between SCC and the successful tenderer (or tenderers) in the event that a combination of service providers provides the optimum solution.

Local Members Interest
N/A

Cabinet – Wednesday 21 July 2021

Waste Management – Retender for the Disposal of Sweepings and Gully Waste

Recommendations of the Cabinet Member for Environment, Infrastructure & Climate Change

I recommend that Cabinet:

- a. Delegate authority to the Director for Economy, Infrastructure and Skills, in consultation with the Cabinet Member for Environment, Infrastructure and Climate Change, to let a contract (or contracts) between SCC and the successful tenderer (or tenderers) in the event that a combination of service providers provides the optimum solution.

Report of the Director for Economy, Infrastructure and Skills

Reasons for Recommendations:

Service History

1. Prior to 2012, all the sweepings collected in Staffordshire were disposed of to landfill. Between March 2008 and April 2011 Landfill tax increased from £24 per tonne to £56 per tonne. This increase prompted the waste management industry to develop sweepings treatment facilities as a more financially competitive and environmentally beneficial alternative to landfill. In 2011/12, following a procurement exercise undertaken by Warwickshire County Council, Suez designed and constructed a new sweepings treatment facility at Neachells Lane in Wolverhampton.
2. The format of the procurement exercise undertaken by Warwickshire County Council enabled other authorities to enjoy the benefits of the Suez treatment facility on equal terms and conditions. Over a period of two years as the development of the plant and its capacity increased, more and more of SCC's sweepings were treated by Suez. In 2016, Suez opened a second treatment facility at Coleshill, and agreed that existing customers could have access to the new plant under the existing terms and conditions.
3. As of the date of this Report, all sweepings collected by the WCAs in Staffordshire, and gully waste collected by Amey on behalf of SCC, are treated under the contractual arrangements between SCC and Suez Recycling and Recovery UK. This treatment contract will end on 2 January 2022.
4. Three of the Staffordshire WCAs direct deliver their sweepings to the Suez treatment facility at Neachells Lane in Wolverhampton. Sweepings collected by the

remaining five WCAs are bulked up at different locations before transfer either to the Suez facility at Neachells Lane, or to the Suez facility at Coleshill.

5. In addition to the costs of treatment, SCC incurs transfer costs in respect of sweepings from 7 of the 8 waste collection authorities.

Proposed Service Provision

6. The combined annual total of sweepings and gully waste treated under the existing contractual arrangements is approximately 12,500 tonnes, of which total approximately 1,200 tonnes is gully waste. As a result of the considerable geographic spread between the Staffordshire WCAs there are a variety of different sweepings handling and transfer arrangements in place for sweepings from different WCAs. A summary of the existing arrangements is provided in paragraphs below, followed by an overview of the proposed procurement process.
7. Four of Staffordshire's WCAs have secure long term access to transfer facilities, from where their respective sweepings are currently transferred to Suez:
 - a. Newcastle-under-Lyme Borough Council: Knutton Lane Depot, Newcastle
 - b. Staffordshire Moorlands District Council: Leek Transfer Station, Leek
 - c. Tamworth Borough Council: Sandyway Depot, Tamworth
 - d. Stafford Borough Council: Stone sweepings dewatering facility, Stone HWRC, Stone
8. East Staffordshire Borough Council (ESBC) sweepings are bulked at a transfer facility located in Burton on Trent. The sweepings are then transferred to the Suez treatment facility at Coleshill as part of an entirely separate haulage contract with contract term ending on 31 March 2024.
9. The primary purpose of this haulage contract is to transfer ESBC's domestic waste to the Staffordshire Energy Recovery Facility (ERF) at Four Ashes. The requirement for a transfer facility for ESBC's waste will therefore continue until 2039, and the transfer of sweepings could potentially continue to be accommodated at such a transfer facility.
10. Lichfield District Council (LDC), Cannock Chase District Council (CCDC) and South Staffordshire District Council (SSDC) all direct deliver sweepings to the Suez sweepings treatment facility at Neachells Lane. This method of delivery is operationally practical due to the close proximity of the Suez treatment facility to these WCAs, but would be impractical with a more remote treatment facility. SCC makes tipping away payments to LDC and CCDC in respect of their sweepings deliveries.
11. In the short term, there is no transfer facility available at which LDC, CCDC and SSC could bulk up their sweepings for subsequent transfer to a remote treatment facility.
12. If following this procurement it became necessary to develop a transfer facility for sweepings from LDC, SSC and CCDC, SCC could develop such a facility on the

lower level at Cannock HWRC. It is worth noting that, subject to compliance with the conditions in the Environment Agency's Regulatory Position Statement 65, there is no requirement for an Environmental Permit for the storage and dewatering of street sweepings.

13. A number of options were considered for the format of the proposed tender, including collected prices from existing transfer stations, collected prices from as yet unidentified transfer facilities provided by tenderers, and/or collected prices from a variety of HWRCs. With eight sources of sweepings, potentially multiple treatment facilities and collection points, the assessment process would easily become unwieldy and opaque.
14. It was determined that tenderers should be asked to submit a Gate Fee for treatment of sweepings delivered to their chosen facility. The assessment process will include internal costs, i.e. any costs incurred in delivering sweepings from the point of collection to a treatment facility.
15. The tender documentation will make clear that the assessment process will include both the submitted Gate Fee and SCC's internal costs.
16. The tender documentation will also state that SCC reserves the right to appoint more than one service provider where this option provides the most economically advantageous solution.

Alternatives

17. As detailed in paragraphs 31 and 32, WCAs have a statutory duty to keep land and highways for which they are responsible clean and clear of litter and refuse.
18. As detailed in paragraphs 31 and 32, SCC has a statutory duty to arrange for the disposal of controlled waste collected by the WCAs.
19. It is therefore not an option for SCC to fail to provide a treatment or disposal route for sweepings.
20. The sweepings treatment facilities developed and operated by the waste management industry provide the most economically and environmentally beneficial treatment or disposal route for sweepings, and result in 35% of sweepings being recycled and 65% being beneficially recovered via restoration.
21. There are two potential alternative disposal options, both of which are more costly than treatment, and neither are straightforward:
22. Dewatered sweepings could in theory be disposed of to landfill but would attract Landfill Tax at the active rate of (2021/2) £96.70 per tonne plus disposal costs of circa £20 per tonne. This cost is substantially above the anticipated £30 to £35 per tonne Gate Fee for sweepings treatment. Disposal to landfill would result in zero recycling or recovery of any material from the sweepings.

23. Dewatered sweepings could theoretically be disposed of at an ERF, but the residual moisture content would adversely affect the cross validation (CV), the significant (and recyclable) aggregate content of sweepings would not burn, and the organic matter currently put to beneficial use in land restoration would be lost.

Risks Identified

24. The provision of a treatment or disposal route for sweepings collected by Staffordshire WCAs is a statutory obligation for SCC. The service provision that is the subject of this report is therefore neither optional, new nor politically contentious. An equivalent service has been operating successfully by the incumbent contractor since 2012.
25. If Cabinet decided not to grant delegated authority to the Director of Economy, Infrastructure & Skills in accordance with the recommendations of this report, the lead times for submission of a report to Cabinet are such that the existing contract will have ended. Staffordshire County Council would then be unable to provide the WCAs with a contracted disposal route for sweepings.
26. There is a finite sweepings treatment capacity available in the West Midlands. The current service provider, Suez, is well aware of the end date for the existing contract. The current Warwickshire County Council contract and related arrangements provide treatment capacity for more than 25,000 tonnes per annum from various local authorities. Suez will therefore be keen to secure continuity of sweepings feedstock to their facilities following the end of the existing contract term. If Staffordshire is last in the queue for contracting with treatment facilities, there is a risk that the local treatment capacity will already be committed elsewhere.

Legal Implications

27. Under Section 89 of the Environmental Protection Act 1990 (EPA) it is the duty of each local authority to ensure that any land or highway for which it is responsible is kept clean and clear of litter and refuse. In the context of this procurement the term "local authority" refers to each of the eight Staffordshire WCAs.
28. Under Section 51 of the EPA it is the duty of the waste disposal authority to arrange for the disposal of the controlled waste collected in its area by the WCAs. In the context of this procurement SCC is the waste disposal authority.
29. The potential value of spend for the services lends the procurement process to strictly follow the Public Contract Regulations 2015 (the Regulations). The implications of any process failing to follow these Regulations could lead to serious legal challenges to SCC with the probable halt by a court on any contract award. We are not aware of any other legal implications at the time of writing this report.

Resource and Value for Money Implications

30. The annual combined tonnage of sweepings and gully waste collected varies but for budget purposes and average of 12,500 tpa is a reasonable estimate. The Gate Fee under the current contract in 2021 is £32.95 per tonne. If it is assumed that the

Gate Fee under the new Contract will be in the range £30 to £35, the budget cost for a 7 year contract term (5 years initial plus 2 x 1 year optional contract extensions) would be between £2.6M and £3.1M.

31. The internal cost element will depend on where the treatment facility or facilities are located. Currently the equivalent internal costs range between £20 per tonne (using a third-party transfer facility) and zero for direct delivered sweepings. Assuming a median cost of £10 per tonne, the additional internal costs would be of the order of £0.9M
32. This service is budgeted for within the Waste Budgets.

Conclusion

33. SCC has a statutory duty to provide treatment or disposal for sweepings collected by WCAs in Staffordshire.
34. The existing contractual provision will end on 2 January 2022. In order to ensure that SCC is not exposed to the risk of a potentially less than optimum arrangement for the treatment of sweepings procured by Warwickshire County Council, SCC will undertake a separate procurement exercise to provide sweepings treatment designed expressly to meet Staffordshire's requirements.
35. The contract or contracts resulting from the procurement will both provide continuity of an existing service and enable SCC to meet statutory obligations as required by the EPA 1990. The proposed procurement and the resulting service provision are therefore neither optional nor politically contentious. This report therefore recommends that Cabinet grant the Director of Economy, Infrastructure and Skills delegated authority to let a contract or contracts for the treatment of sweepings.

List of Background Documents/Appendices:

Community Impact Assessment – Summary Document

Contact Details

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Staffordshire
County Council

Community Impact Assessment Checklist and Executive Summary

Name of Proposal:

Waste Management – Retender for the Disposal of Sweepings and Gully Waste

Project Sponsor:

Tim Cooper

Project Manager:

Emma Haynes / Brian Day

Date Completed:

23/06/21

Final Checklist

Prior to submitting your Community Impact Assessment (CIA), please ensure that the actions on the checklist below have been completed, to reassure yourself / SLT / Cabinet that the CIA process has been undertaken appropriately.

Checklist	Action Completed	Comments/Actions
The project supports the Council's Business Plan, priorities and MTFs.		
It is clear what the decision is or what decision is being requested.		
For decisions going to Cabinet, the CIA findings are reflected in the Cabinet Report and potential impacts are clearly identified and mitigated for (where possible).		
The aims, objectives and outcomes of the policy, service or project have been clearly identified.		
The groups who will be affected by the policy, service or project have been clearly identified.		
The communities that are likely to be more adversely impacted than others have been clearly identified.		
Engagement / consultation has been undertaken and is representative of the residents most likely to be affected.		
A range of people with the appropriate knowledge and expertise have contributed to the CIA.		
Appropriate evidence has been provided and used to inform the development and design of the policy, service or project. This includes data, research, engagement/consultation, case studies and local knowledge.		
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 next steps to deliver the project have been identified.		

Executive Summary

The Executive Summary is intended to be a collation of the key issues and findings from the CIA and other research undertaken. This should be completed after the CIA and research has been completed. Please structure the summary using the headings on the left that relate to the sections in the CIA template. Where no major impacts have been identified, please state N/A.

	Which groups will be affected?	Benefits	Risks	Mitigations / Recommendations
PSED What are the impacts on residents with a protected characteristic under the Equality Act 2010? Highlight any concerns that have emerged as a result of the equality analysis on any of the protected groups and how these will be mitigated. It is important that Elected Members are fully aware of the equality duties so that they can make an informed decision, and this can be supported with robust evidence.	All	NA	None Identified	NA
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?	All	NA	None Identified	NA
Economy How will the proposal impact on the economy of Staffordshire or impact on the income of Staffordshire's residents?	Economic Growth Access to jobs / good quality jobs	Upkeep of appearance for residents and visitors to area Upkeep of appearance may contribute to businesses decision to locate in Staffordshire	None Identified	NA
Environment How will the proposal impact on the physical environment of Staffordshire? Does this proposal have any	Build environment / land use Rural environments	Upkeep of appearance Will ensure the safe and timely disposal of waste	None Identified	NA

	Which groups will be affected?	Benefits	Risks	Mitigations / Recommendations
Climate Change implications?	Waste/ Recycling Transport	from roads and gully's Waste will be recycled/reused where ever possible reducing impact on the environment Good upkeep of gully's helps to maintain drainage on roads		
Localities / Communities	All	NA	None Identified	NA
How will the proposal impact on Staffordshire's communities?				

Cabinet Meeting on Wednesday 21 July 2021

Integrated Performance Report - Quarter 1, 2021/22



Alan White, Leader of Staffordshire County Council said,

“Our focus remains firmly on tackling Covid-19 and doing what is needed to control the spread of the virus and protect the most vulnerable. Work to manage outbreaks is ongoing as is work dealing with the immediate economic and social consequences of the last eighteen months.

“Throughout the pandemic we have supported those who need us most, including the care sector, vulnerable families and local businesses. Our COVID-19 Local Outbreak Control Plan continues to help manage local outbreaks. The emergence of the Delta variant remains a concern and recent outbreaks show just how quickly the virus can spread through our communities. Teams have also delivered targeted testing facilities across the county and continue to provide support to the NHS vaccination programme.

“In other council business, we continue to provide support for vulnerable adults and children and with this, we still need longer-term help from the Government for funding adult social care and children’s and family services. We continue to lobby Government for a long-term sustainable solution to this as well as more clarity on future settlement grants and funding opportunities.

“The government have also confirmed an additional £5.7m funding increase for the upkeep of Staffordshire County Council maintained schools which is welcome news. A new source of funding to provide more specialist places and improve provision for SEND pupils has also been confirmed.

“We continue to provide advice and support for businesses, as we work to get our economy back on track. We have plans in place to ensure we bounce back stronger and generate new opportunities for better jobs, improved lives, and a greener county for everyone.”



Ian Parry, Cabinet Member for Finance said,

“Coping with the Covid-19 pandemic continues to put extra pressures on our finances, but we continue to manage them effectively and are doing what is needed and spending what is required.

“We have had additional funds and grants from Government which have been used to help support the additional pressures of continuing to provide vital services while protecting our residents. All council departments continue to deliver against their recovery priorities, whilst progressing with activities in the organisation’s Delivery Plan. The latest revenue forecast outturn shows a forecast saving of £8.119m (1.5%).

“We will continue to keep our finances in as strong a position as possible and to ensure that we provide good value for money for local tax-payers. Well managed finances also mean we can invest in our future and grow our economy post pandemic.”

Report Summary:

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

Recommendation(s)

We recommend that:

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

Local Members Interest
N/A

Cabinet – Wednesday 21 July 2021

Integrated Performance Report - Quarter 1, 2021/22

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

We recommend that:

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

Report of the Director of Corporate Services

1. Background

2. All parts of Staffordshire County Council continue to deliver against their recovery priorities, whilst also progressing with the activities outlined in the organisation's Delivery Plan. This report provides an update on Quarter 1 key activities for each directorate area.

3. Summary



4. At the end of Quarter 1, the overall assessment on the council's performance is amber. There continue to be areas of risk in Adult Social Care and Families and Communities. Further details are included within this report and its appendices. The latest revenue forecast outturn shows a forecast saving of £8.119m (1.5%).

5. Health and Care

6. Significant work has continued across Health and Care, both leading the council's response to COVID-19 and exiting lockdown plans, as well as the recovery of key adult social care services.



7. Ongoing COVID-19 Local Outbreak Control activity has included:

- Management of COVID-19 incidents and outbreaks in settings; with a particular focus on COVID-19 outbreaks in Leek, Newcastle and Tamworth.
- Flexible and targeted testing facilities to support rollout of asymptomatic testing model and continuing support to NHS vaccination programme; excellent COVID vaccination rate with figures as at 30th June showing two-thirds of Staffordshire residents aged 20+ have received 2 doses.
- Ongoing support to care providers in vaccinating eligible frontline care workers; as at 1st June, 100% of care home staff & residents had their 1st dose and 92% had received their second dose.

8. COVID-19 cases in Staffordshire were falling at the start of Quarter 1, but have started to increase again since May, following national and regional trends. In the seven days to 27th June, 1,287 cases of COVID-19 were confirmed in Staffordshire,

a rate of 146.3 per 100,000 population. This was lower than both the regional rate (156.1) and the national rate (171.6). Residents can keep up to date with the latest case figures in Staffordshire, including a district breakdown by clicking [here](#).

9. Residents affected by odours from Walleys Quarry in Newcastle are being asked by the council to complete a daily survey detailing any health problems. The daily symptom tracker launched in May, with residents asked to report levels of smell and key symptoms. Headaches, nausea, and sleeplessness were the main problems recorded in the first week. It is hoped responses will provide a deeper understanding of the scale and nature of the health problems and build evidence to support future regulation of the landfill site. The survey can be found [here](#).
10. Staffordshire Together for Carers Service, the council's new carers service and pathway, commenced on the 6th April 2021 providing a single point of contact for carers of all ages and the cared for. The service delivered by n-compass offers support to prevent, reduce and delay dependency on health and care services, developing carer friendly communities which support carers to maintain their caring role safely, in line with the council's Carers Strategy.
11. In June, the Supportive Communities Programme Board approved the delivery plan for 2021/22 which will be used to embed the supportive communities approach across the organisation and support individuals to remain independent for longer. The programme is wide ranging and includes the recently launched #DoingOurBit COVID-19 Self Isolators Grants Scheme, which will provide small grants to help Voluntary, Community and Social Enterprise (VCSE) groups working with vulnerable self-isolators. The scheme closes on 30th September 2021.
12. Work also continues to refresh the council's Public Health & Prevention Strategy, with a focus on mitigating the ongoing public health risks from COVID-19. Recent activity includes the Staffordshire's Chamber of Commerce Mental Health Awareness webinar, restart of the healthy walks programme in line with COVID-19 guidance, #TalkSuicide and 'Let's Beat Loneliness' campaigns with work already ongoing to extend these.
13. The 'Do It to Feel Good' email campaign was launched in June and is being delivered by the council in conjunction with Everyone Health Staffordshire. It aims to remind people of the importance of looking after their mental health and the positive impact that making small changes can have on a person's wellbeing. This includes a weekly motivational email with practical tips based on 'The Five Ways to Wellbeing' - a series of actions proven to improve wellbeing in everyday life. They will also receive details about services and local organisations across Staffordshire that offer support. People can sign up to the 'Do It to Feel Good' campaign [here](#).
14. Families in Staffordshire are being encouraged to apply for funding to help make their homes greener and more energy efficient. The additional £4.2 million funding from the Government's Warmer Homes initiative follows the successful delivery of the Staffordshire Warmer Homes scheme. To date the scheme has helped install green homes measures in 240 Staffordshire homes. Building on funding already

secured, the Green Homes Grant Local Authority Delivery Scheme will be delivered by the council and it is expected to benefit a further 445 households.

15. The successful 'Emergency Assistance Grant for Food and Essential supplies' scheme was also extended to cover all of Quarter 1; the council pledged a further £57,500, which has been match funded by the Energy Saving Trust. The funding was available to support residents struggling to pay their energy bills.
16. From a Finance perspective, the Health and Care forecast outturn at Quarter 1 is a saving of £5m. There remains a range of high risk Medium-Term Financial Strategy (MTFS) savings within this area, with the directorate seeking alternative savings where necessary. In addition, the level of client debt is above target and work is ongoing to recover this. The forecast financial impact of COVID-19 for the directorate is £4.149m. The longer-term financial impact of COVID-19 is not yet clear but will undoubtedly affect the MTFS in future years.

17. Families and Communities



18. Work to progress recovery plans, transformation and wider service delivery continue to take place across the Families and Communities area, with a particular focus on the Children's and Families System Transformation Programme.

19. Progress is being made on the Children's and Families System Transformation, with the property now purchased for a new in-house residential unit to support some of the county's most vulnerable young people. The council is waiting for the planning application before work commences to adapt the property for purpose.

20. As at 4th June 2021, there were 1,245 children in care, which represents a slight increase over the previous 6 weeks. This remains in line with the children & families revised business case forecast. The current rate is 73 per 10,000; higher than the national benchmark (67 per 10,000 in 2020) but lower than regional (85.6 per 10,000 at end of March 2020).
21. As at 7th June, the number of children subject of a Child Protection Plan was 576 and has been slowly reducing over the previous 12 months, with a current rate of 34 per 10,000. This is below both the most recent national benchmark (43 per 10,000 at the end of December 2020) and regional rate (43.5 per 10,000 at the end of March 2020).
22. From the 5th July, parents of eligible children in Staffordshire can register for a space on the Holiday Activities and Food Programme (HAF). The programme offers inclusive activities and hot meals over the school summer holidays for children aged 5-16 years. It is free to those who receive benefit related free school meals or who are at risk of financial exclusion.
23. Foster carers from across Staffordshire are leading a new campaign to help highlight the urgent need to find more foster families, with Staffordshire needing 60 more foster families to be found this year. #WhyWeCare is the latest campaign by

the Fostering Network as part of this year's Foster Care Fortnight which was launched in May. The council's Fostering Service has supported the campaign with a series of online events and videos to help find families for some of the county's most vulnerable children.

24. The council and key partners have begun work on an Action Plan to deliver key outcomes set out within Staffordshire's five-year Special Educational Needs and Disability (SEND) strategy. This will be developed over the coming weeks.
25. Work is ongoing to develop and implement the council's Children's Commissioning Strategy focussing on physical and mental health related priorities. This strategy will define the core priorities and ensure that the commissioning approach within Families and Communities supports the Children's and Families System Transformation. A draft strategy has been prepared and the first engagement sessions held. The final strategy will reflect feedback from parents, practitioners, and partners.
26. A key priority for the council is the provision of domestic abuse services (the council contributes to a jointly commissioned service). On the 29th April the Domestic Abuse Bill was signed into law. Provisions in the Bill put responsibility on councils to implement the Safe Accommodation Duty for domestic abuse victims and their families. Funding has been received from the Ministry of Housing, Communities and Local Government (MHCLG) and work has begun to distribute funds to relevant districts for 2021/22 provision.
27. The Trading Standards team continues to support businesses and the council through safeguarding and compliance advice. During April and May the team has dealt with over 2,500 engagements and interventions with businesses; with over £130,000 prevented from being lost to scams and fraud through the council's intervention.
28. Staffordshire County Council and its partner, the William Salt Library Trust, have received a National Lottery Heritage Fund grant of nearly £4m towards the Staffordshire History Centre Project. The project will include an extension to the existing Staffordshire Record Office on Eastgate Street in Stafford, incorporating the William Salt library. The library will be restored and will retell the story of the building, as well as William Salt and his collection. In addition to modern reading areas and activity spaces, the centre will also allow people to discover more about their family or local history by visiting exhibitions, taking part in events and family activities and deliver a learning programme for schools and colleges. The centre will be supported by a series of touring exhibitions and targeted projects, to reach all communities across the county.
29. In terms of the financial position at Quarter 1, for Families & Communities there is a forecast saving of £1.139m. This is largely due to staffing vacancies and additional grant incomes. The forecast financial impact of COVID-19 for the directorate is £8.505m which is additional exceptional costs and lost income. Positively, central government recently confirmed a £5.7m funding increase for the upkeep of Staffordshire County Council maintained schools. This increase will be brought into the capital programme in due course and will give the council

opportunity to further address condition priorities in schools. A new source of funding to provide more specialist places and improve provision for SEND pupils has also been confirmed. Further details of these announcements can be found in Appendix 2.

30. Economy, Infrastructure and Skills



31. The council continues to support local businesses to survive, adapt and continue to operate as part of delivering its 5-year Staffordshire Means Back to Business Strategy.
32. A key part of this strategy is the extensions to the Enterprise Centres at Cannock Chase and Silverdale with both opening for business during summer 2021. The extensions have been funded by the council, the Stoke-on-Trent and Staffordshire Local Enterprise Partnership and the Pye Green Investment Fund jointly held with Cannock Chase District Council. All units at the Cannock Chase Centre extension are pre-let and Silverdale will be promoted, with interest already shown.
33. Businesses across Staffordshire have continued to be supported by the council and its partners through a range of targeted initiatives, to help mitigate the impact of COVID-19. Some specific examples are included below.
34. The Countywide Redundancy Task Group, in partnership with the Stoke-on-Trent and Staffordshire Local Enterprise Partnership (SSLEP) and 26 partner agencies, continues to meet fortnightly providing support to businesses and residents impacted in relation to redundancies, as well as implementing the wider Plan for Jobs programmes such as Kickstart, Restart, Jobs Entry Targeted Support (JETS) and UK Community Renewal Fund (UKCRF).
35. The new Staffordshire Start-Up course has 219 individuals participating, with nearly half (48%) of the new businesses now in a position to start trading.
36. The £5m [Staffordshire Means Back to Business Support Scheme](#) is active across the county and is providing fully funded apprenticeships and workforce training. Grants of up to £5,000 are being allocated to businesses with ambitions to grow and to date £55,025 has been spent across the 8 districts.
37. As part of the Staffordshire Means Back to Business Support Scheme, the council's Ignite Programme was launched earlier in the year; it is a new programme of free advice, workshops, mentoring and support for post-16 further education students looking to set up their own business in Staffordshire. It is intended that the lesson plan will be delivered to 7,000 students, 293 students have registered for the online learning platform and 257 have registered to undertake the 5-day course.
38. Work continues to deliver the council's apprenticeship programme. The Staffordshire Apprenticeship 500 initiative began on 1st April 2021 and as at the end of May had received 179 expressions of interest and 64 applications, resulting in a possible 107 apprenticeship starts.

39. Positively, the latest out-of-work claimant figures have decreased to 4.4% of the working age population in May 2021, totalling 23,400 claimants. Whilst Staffordshire has previously been experiencing a rise in claimant numbers due to COVID-19, the county's position going into the pandemic has meant claimant rates remain lower than both regional (7.0%) and national (6.1%) averages. The proportion of young claimants, aged 18-24, has increased from 3.7% in March 2020 to 6.9% in May 2021, with 'A Plan for Jobs 2020' initiatives such as the Kickstart Scheme being put in place to support Staffordshire's young people's employment prospects, to help prevent them becoming long-term unemployed.
40. Staffordshire's Economic Growth Programme, which began in 2014, has continued to create and safeguard jobs and enable house builds. As at end of May 2021, 10,074 jobs have been created/safeguarded and 2,822 new houses enabled.
41. A £23.6 million government funding boost will support ambitious growth plans for Newcastle-under-Lyme and further enhance Staffordshire's post-COVID economic recovery. The district is one of 30 towns across the country to be confirmed as a recipient of the £700million Town Deals funding. The town's allocation is expected to generate an increase of more than £69 million a year in gross value added (GVA).
42. Staffordshire residents are being asked for their views on the county's highways and transport services – from the condition of roads and footpaths to the quality of cycling facilities. Their feedback will be compared with the views of others from across England and Scotland as part of the National Highways and Transport Public Satisfaction survey, with local and national results to be published in late October 2021.
43. The overall financial position at Quarter 1 for Economy, Infrastructure and Skills is a forecast saving of £0.137m with small forecast savings across the business. The forecast financial impact of COVID-19 for the directorate is £1.588m.

44. Corporate Services



45. Corporate Services continues to provide vital support to the organisation in delivering on its priorities, as well as significant activity in support of Local Outbreak Control.
46. A successful virtual welcome day to the new council took place in May which distributed information to members and began the induction programme which now runs until end of 2021.
47. Over the last quarter progress has been made on the roll-out of the new Staffordshire story and place brand, with the first 12-month place marketing plan for Staffordshire approved by the new Staffordshire Place Board. The new "We Are Staffordshire" website was launched with over 50 ambassadors registered in the first month; and the council hosted two further virtual events as part of the new ambassador programme, with attendees from businesses and organisations across Staffordshire and the West Midlands.

48. As a consequence of the various restrictions over the last 18 months, there has been significant disruption to wedding registration services in the county. Staffordshire has over 120 licenced venues for marriage, with an excess of over 700 ceremonies from April to December 2021, the majority of which are May-September. This means that approximately 3,750-4,000 ceremonies will be conducted and administered in 2021/22; a rise of over 25% on normal figures.
49. In Quarter 1, the council delivered £5.6m through the sale of six assets, including the key sale of Great Wyrley Day Centre and Community Support.
50. A film festival, a virtual market to support local businesses and author talks were amongst the events for the sixth annual Staffordshire Day celebrations on the 1st May. Organised by Enjoy Staffordshire with the help of the council and other local authority partners, thousands of people from across the county joined over 50 online events and activities to show their pride in the county and what it has to offer. #Staffordshireday was also trending on Twitter, helping to raise the county's profile further.
51. In Corporate Services the financial position at Quarter 1 is a forecast saving of £0.325m. This is largely due to staffing vacancies and increased incomes. The forecast financial impact of COVID-19 for the directorate is £0.554m.
52. Strategic Plan Principles
53. Positive progress has been made this quarter to drive forward the council's four principles, which continue to underpin priority work. A summary of key activities is set out below.
54. Communities
55. Current focus has been on the delivery of the council's 2021/22 Communities Delivery Plan which aims to promote social action in local communities and to build capacity in the voluntary and community sector.
56. Working with 'Everyone Health Staffordshire', parish councils and other partners in the voluntary and community sector, the council's first #DoingOurBit campaign on loneliness, 'Let's Beat Loneliness Together', has been successfully delivered. More than 420,000 people were reached via social media and around 7,000 referrals made to loneliness related Staffordshire Connects pages. To help the digitally excluded, 3,000 leaflets and 50 posters were distributed to Parish Councils and Voluntary, Community and Social Enterprise (VCSE) to share locally. This included church groups and village halls through Support Staffordshire.
57. The council's Members Fund launched at the end of June, giving each County Councillor £2,500 to spend in a local area. The fund will focus on supporting a thriving VCSE sector in Staffordshire, helping organisations to restart fundraising and paused activities. It will work alongside other funds specifically focused on COVID-19 recovery and engagement has taken place with partners to position and promote the fund.

58. The last quarter of the VCSE Strategic Capacity Building Contract (January – March 2021) saw 155 organisations provided with one to one development support, £1,847,972 external funding secured by VCSE organisations and 423 individuals supported to access local volunteering opportunities.

59. Digital

60. The council's Digital Programme is continuing to be delivered through its 32 existing projects, which include improvements to online access to services and information, as well as enabling digital innovations.

61. Digital inclusion remains a key priority and work is ongoing to address barriers to this in Staffordshire. More than 25 devices have been donated as part of 'Donate IT' Digital Device Recycling Scheme and these will be distributed to people who are at risk of digital exclusion in the county. Rural connectivity projects are also underway with 30 communities working with the council to obtain funding for Community Fibre partnerships.

62. Work continues to ensure that staff are digitally enabled and feel supported to develop their digital skills. A new Learning Experience Platform has been launched to support the roll out of Microsoft 365 (including Microsoft Teams) across the organisation.

63. Climate Change

64. A key activity this quarter has been the delivery of a series of engagement sessions across priority themes (Fuel & Transport, Property, Waste and Natural Environment) to identify how to meet the council's challenging climate change targets.

65. Furthermore, an updated Climate Change Action Plan is being finalised, focussing on the council's actions for the next 12 months. A blueprint is also being drafted which will set out the longer-term transition needed for Staffordshire to be net carbon neutral by 2050 and will underpin current and future actions plans.

66. This year's annual Earth Day celebration was endorsed by the council, with Staffordshire residents urged to do their bit to think green to help the environment on this day. Top tips included replacing lightbulbs in the house with LED Lightbulbs, reduce travel by car, and advice how to reduce, reuse and recycle waste from [Waste Savvy Staffs](#).

67. Workforce

68. Over the last quarter, ongoing COVID-19 response work has included preparations for the lifting of lockdown and supporting all Staffordshire education and early years settings. Steps are being taken to ensure all council premises are health & safety ready and to support managers with the tools and resources to help staff with this transition.

69. Work to deliver the council's internal People Strategy is ongoing. Delivery of the council's new Employer Brand, aimed at attracting and retaining talented people in the council's workforce, is near completion.

70. The wellbeing of colleagues remains a high priority with the strengthening of its Mental Health Awareness training and the promotion of Wellbeing Feel Good Habits. Over the last quarter delivery has included the launch of the new wellbeing calendar of events, starting with the MindKind Thrive with Nature campaign to support workforce mental health, and a series of webinars in partnership with CTC Healthcare.

71. Finally, an outcome of the COVID-19 response has been a significant and continued reduction in sickness absence levels; currently 9.34 days lost per employee (May 2021), representing a reduction of 18% from the same period last year. Absences relating to diagnosed/suspected cases of COVID-19 account for 1.01 days lost per employee over this period (11% of total), but this has been outweighed by improvements against most other absence reasons. Of note is the reduction in musculoskeletal absences, currently 1.31 days lost per employee, a reduction of 37% from last year.

List of Appendices:

1. Finance Quarter 1 Summary
2. Finance Quarter 1 Detailed Report
3. Corporate Checklist
4. Revenue Forecast Outturn 2021/22
5. Capital Forecast Outturn 2021/22
6. Financial Health Indicators 2021/22

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Latest Financial Summary

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

The graphs and charts are compiled using quarter 1 forecast information.

The latest revenue forecast outturn shows a saving of £8.1m (1.5%). Due to Covid 19 Central Government have issued additional grant payments to support the additional pressures of continuing to provide vital services while protecting the workforce and local residents.

There has been request for the use of £0.316m of the Exit and Transition Fund which was established in 2018/19.

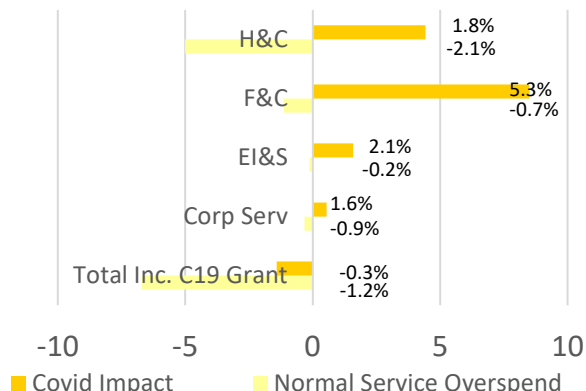
There is a forecast non-Covid saving of £5m on Care Commissioning Older People Placements budgets. The reduced number of placements has lead to this forecast – it does also mean that it is possible the forecast income may not be achieved and this will be monitored throughout the financial year.

Savings are categorised into confidence of delivery. There are £1.625m savings that are delivered as at quarter 1. There are £1.284m savings classes as Low confidence and some of those savings are £1.204m of Adult Social Care Client Income savings and £50,000 for Care Commissioning Single Management Team.

The latest capital outturn projection is £126.7m, compared to the budgeted position of £108.8m, an increase of 16.4%. This projection is a fully funded position. This increase is due to additional developer contributions for schools, new grants and additional costs and rephasing on the i54 project. More details can be found in the report.

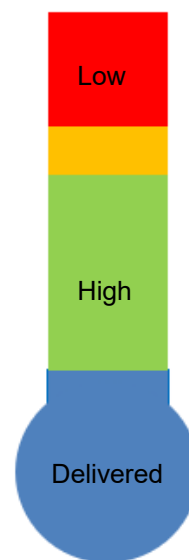
Within the national context, the retail price index is currently 3.3%, and the latest consumer price index is 2.1%. GDP is estimated to have increased by 2.3% in the three months to April 2021. Current unemployment figures show Staffordshire benefit claimant rate remains below that of the West Midlands and Great Britain.

Revenue Budget Variance

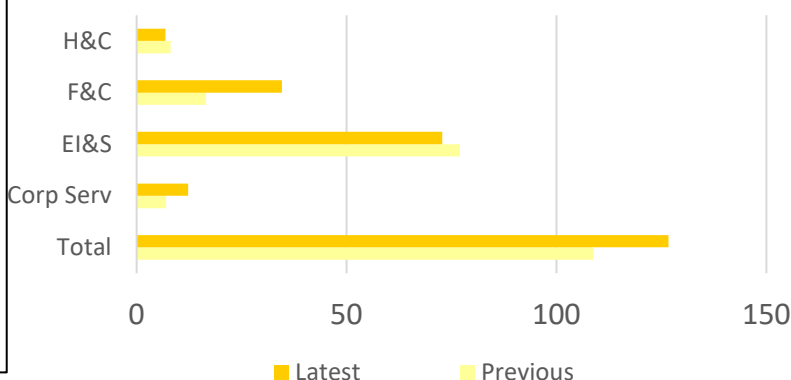


Savings Tracker – Target £5.682m

Quarter 1 - £5.682m



Capital Programme



Introduction

Revenue Forecast

1. The latest revenue forecast outturn (as provided in appendix 4) shows a forecast saving of £8.119m (1.5%).
2. Since 2020/21, Covid 19 has been a global pandemic requiring a combined response from public sector services, which is also having a severe impact on the economy. In 2021/22 Central Government has issued general grant to local authorities, totalling £16.2m, in order to support the additional pressures of continuing to provide vital services during the pandemic while protecting both workforce and local residents.
3. The table below sets out the current forecast of additional costs relating to the pandemic, plus lost income and delayed savings caused by the crisis.

	£m
Additional Costs	4.722
Lost income	0.694
Delayed savings	9.370
Grant funding	(16.204)
Remaining Grant / (Shortfall)	1.418

All grants received by Staffordshire County Council in 2021/22 for Covid 19 related activities are listed below. The General Covid Grant can fund activity in all service areas, the remaining grants are specific and go directly to services. All grants allocated for Covid-related activities will be utilised in full, over the medium term, in order to fund the additional expenditure caused by the pandemic.

	£m
General Covid Grant Funding	16.204
Adult Social Care Lateral Flow Testing	2.039
Adult Social Care Infection Control	3.117
Clinically Extremely Vulnerable	1.477
Local Support Grant	0.523
Practical Support Framework	0.681
Covid Winter Grant	0.678

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Contain Outbreak Management	4.182
Total	28.901

4. The following paragraphs consider the key financial issues in each of the council's portfolios.
5. **Health and Care** **Covid impact - £4.149m**
Normal service forecast – £5m saving
6. *Public Health & Prevention* *Forecast – Breakeven*
7. Adults Public Health is forecast to breakeven. Proposals to supplement the current programme using the uncommitted £5.1m Public Health reserve in 2021/22 are being drawn up and submitted to the Director of Health and Care for consideration and approval.
8. *Adults Social Care & Safeguarding* *Covid impact - £0.2m*
Normal service forecast – breakeven
9. Overall, the service is forecast to breakeven. Covid related costs are forecast to be £0.2m. There are currently a number of vacancies in the Adults Learning Disability Team (ALDT) which are expected to be filled during the year. It is assumed that agency staff will be required in the coming months and that the service will not exceed its budget.
10. Section 75 agreements for both Mental Health North and South are now in place and it is forecast that the costs will equal the budget. It is also forecast that the £0.154m MTFs saving for Mental Health North will be delivered in full.
11. Following the addition of £0.650m into the Learning Disability In-House Residential Care services budget, it is not forecast that historic overspends will be incurred again this year. However, it is possible that there could be pressures in these services and the Specialist Day Opportunities services as a result of Covid 19, but it is assumed that these will be met from Covid 19 grant funding.

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12. Care Commissioning

Covid impact - £3.949m

Normal service forecast – £5m saving

13. The number of older people in residential and nursing placements reduced significantly as a result of Covid 19. It is still unclear what the longer-term impacts of the pandemic will be on the number of residents supported in residential and nursing homes and this will be considered in the wider market position review.
14. While there has been an increase in the number of placements in recent months (mainly due to the completion of pathway 3 reviews), overall numbers are still significantly below the number of placements that have been budgeted for in the current financial year. As a result, the forecast saving on the older people placements budget is £5m. The reduced number of placements means that it is possible we will not achieve the income target for 2021/22 however we will monitor this throughout the financial year.
15. The Council is currently in the process of transferring the provision of services delivered from Meadowyrthe and Bracken (two former in-house residential care homes) from Green Square Accord Housing Association to Nexxus (the council's Local Authority Trading Company), with agreement from Informal Cabinet. It is anticipated that the contract with Green Square Accord Association will end on 30th June 2021.
16. The Learning Disability placement budget is forecast to breakeven. There is a continued risk though that the Community Officer and Reviews Programme MTFS saving will not be delivered in full. However, it is expected that continued increases in health income will offset this. The forecast is based on the assumptions that other MTFS savings will be achieved in full. It is assumed that any additional unplanned care cost arising from the on-going Covid 19 pandemic will be met from the additional grant funding. There remains a risk that demographic growth and care price increases could exceed the budget assumptions, and these will be monitored through the year.
17. The council will continue to work with the local Clinical Commissioning Groups (CCGs) to support the discharge of people with learning disabilities or autism from specialist hospitals to community-based settings under the Transforming Care Partnership (TCP). The National Health Service England (NHSE) reduced the amount of funding that accompanied each individual, and therefore there

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has been a substantial pressure for the Staffordshire Health and Care economy. We are expecting a further grant allocation from the government to support future discharges, but this has not yet been confirmed. There remains a risk of further pressures in 2021/22 as a result of this programme.

18. The Mental Health budget is forecast to breakeven. The placement budget was increased in recognition of the growth in placements costs during the last financial year but there remains a risk of further increases in referrals as a result of the impact of Covid 19. It is assumed that the £0.2m Mental Health contract saving will be delivered in full.
19. The new Carers service has now gone live following a delay caused by Covid 19. It is expected that the new service costs will not exceed the budget. It is also assumed that the £0.150m Advocacy contract saving will be delivered in full.
20. The final inflation figures on the Midlands Partnership NHS Foundation Trust (MPFT) Section 75 have not yet been agreed. There is therefore a small risk that these inflation figures could exceed the assumptions built into the budget.
21. The governments February 2021 white paper for the reform of Health and Social Care contained several specific and targeted social care changes including: “The introduction of new Assurance Framework for Social Care including a duty on the CQC to assess local authorities’ delivery of adult social care and a power for the Secretary of State to intervene where the CQC finds that a local authority is falling to meet its duties”. The aim of this framework is to “improve the outcomes and experience of people and their families in accessing high quality care and support, regardless of where they live”.
22. Considering the further demand on Health & Care staff arising from the pandemic and in anticipation of the additional requirements that will be placed on local authorities as a result of the assurance framework , it is now expected that staffing will need to be increased across the directorate. The estimated cost impact, including minor savings assumed that will not now be delivered, is £0.5m. This overspend can be offset from growth that was built into the budget in anticipation of the council having to reimburse providers with back-pay for sleep in arrangements. This funding is no longer required for this purpose as the Supreme Court ruling in March 2021 found that social care staff are not

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entitled to the national minimum wage for every hour they work, including sleep-in shifts.

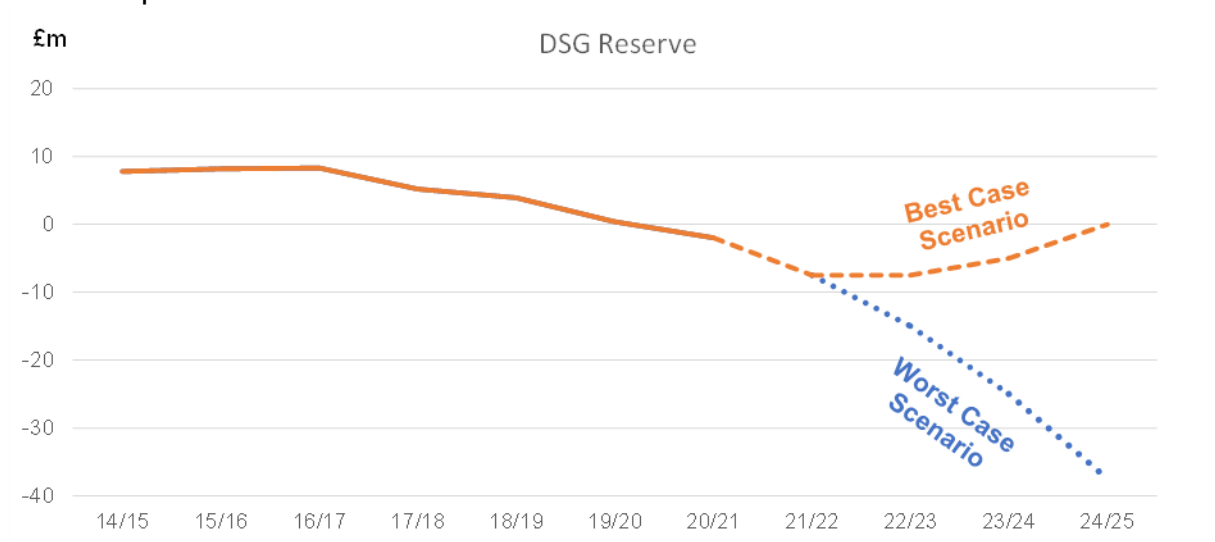
23. The council has been allocated £5.156m in 2021/22 for Adult Social Care Infection Control and Testing Fund ring fenced grant. The guidance identified a proportion of the funding to be passported directly to care homes, drug and alcohol settings and community providers with the remainder to be allocated at the council's discretion. A report setting out proposals to allocate and spend the funding in line with the grant conditions has been approved by SLT. Funding needs to be passported to providers or spent by 30th June 2021, with any unspent allocation to be returned to the Department of Health and Social Care.
24. Community testing, Contain Outbreak Management Fund and Clinically Extremely Vulnerable funding has been bought forward into the current year to support ongoing work to deliver these strategies.
25. The additional Covid related costs consist of £2.646m unachievable savings that been reprofiled to future years, £0.560m additional staffing costs that have incurred to support the ongoing response to Covid 19 and ensure continuity of service, additional expenditure incurred to support the provider market such as providing a care home loan scheme of £0.590m and £0.353m other exceptional costs.
26. **Families & Communities** **Covid impact - £8.505m**
Normal service forecast - £1.139m saving
27. *Children's Services* *Covid impact - £7.915m*
Normal service forecast - £0.930m saving
28. The forecast saving of £0.930m are mainly a result of staff vacancies within the Intensive Prevention Services, Family Group Conferencing Team and Short Stay Residential Teams, as well as additional grants for Unaccompanied Asylum Seeking Children and a saving of £0.4m within Looked after Children placements.
29. There is a forecast overspend in the Independent Conference Chair service of around £0.3m due to additional staffing levels.

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30. Due to Covid 19, planned transformation works and savings of £6.4m impacting across Children's Services have been delayed due to external factors and have been reprofiled within the MTFs. It is anticipated that the transformation relating to new staffing structures will be implemented from 1st October 2021.
31. Additional exceptional costs of £1.5m are forecast to support an extended summer school programme, support providers that have seen reduced demand for services and additional care package costs to ensure that the most vulnerable are protected and that, in the longer term, business continuity and market sustainability is assured.
32. *Education Services* *Covid impact - £0.4m*
Normal service forecast - breakeven
33. The forecast position is for the service to breakeven. While there is a budget saving of £0.2m in historical pensions liabilities, this will be offset by other one off additional agency costs.
34. SEND transport is currently forecast to be delivered within budget due to additional resources allocation to the service in the MTFs. However there remains a risk that contract retendering due later in the year could lead to further pressures in this area.
35. There are Covid costs relating to SEN transport cleaning.
36. *SEND High Needs Block*
37. The High Needs Block is currently forecast to overspend by £7.5m. This reflects continuing growing demand for SEND support. This overspend will be charged against the DSG reserve which, at the end of 2020/21 was £2m in deficit. Staffordshire County Council is not alone in this difficult financial predicament – this is a position shared by the majority of Councils across the sector.
38. Going forward, it is forecast that the SEND Transformation Programme – with the full roll out of the district hub model – will provide for a more inclusive system that enables the necessary early support and intervention to manage demand within overall resources. However, this will take time and will not generate the immediate savings required to address the current shortfall.

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39. Given the latest forecast overspend in 2021/22, the deficit is likely to increase this year and going forward until such time that the SEND Transformation Plan can impact:



40. Schools Forum, at its meeting in October 2020, approved a deficit management plan utilising surplus Growth Fund money (after amounts have been used to fund National Funding Formula (NFF) shortfalls and contributions to schools for in year growth) that will be transferred to the DSG reserve. It is estimated that for 2021/22 this will be between £1m - £1.5m but given the worsening financial position outlined above further action will be required.

41. *Culture & Communities* *Covid impact - £0.150m*
Normal service forecast - breakeven

42. The forecast is for the service to breakeven, however there is a small pressure due to reduced income within the Archives and Heritage Service of £30,000 which is forecast to be offset by other one off savings mainly within the Shugborough contingency budget.

43. Covid 19 has led to reduced income for the service from reduced trading activity.

44. *Rural County* *Covid impact - £40,000*
Normal service forecast - £0.139m saving

45. The service is forecast to save £0.193m due to one off staffing vacancies held pending the re-organisation of the service to be carried out during the final quarter of the financial year partial offset by increased costs of new IT system and one-off training of staff.

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46. The Covid 19 pandemic has meant loss of income for the service from reduced trading activity, parking and penalty fines.
47. *Community Safety* *Covid impact – nil*
Normal service forecast - £70,000 saving
48. The forecast saving of £70,000 is due mainly as a result of staff vacancies and service contract saving which have results from the impact of Covid 19 and are likely to return to normal levels for the rest of the financial year.
49. **Economy, Infrastructure & Skills** **Covid impact - £1.588m**
Normal service forecast - £0.137m saving
50. *Infrastructure & Highways* *Covid impact - £0.235m*
Normal service forecast - breakeven
51. The forecast for the service is breakeven – there are some small forecast overspends including Highways Maintenance and Lighting and Signals, but these are likely to be offset by savings withing School Crossing Patrols and the Network Management services.
52. The forecast impact of Covid 19 is £0.235m, which is largely a continued loss of income for street parking and bus enforcement in the Regulation and Governance area, a loss of income on land charges and a small number of increased costs on Safe Operating Procedures such as PPE.
53. *Transport, Connectivity & Waste* *Covid impact - £1.153m*
Normal service forecast - £0.102m saving
54. The Transport and Connectivity service is forecast to save £0.102m, this includes £60,000 due to vacancies and forecast additional recharged income in Transport Planning and savings forecast on the operational transport budgets.
55. Additional Covid 19 costs include providing additional cleaning on home to school transport until the end of July and additional transport capacity to avoid full and standing buses at peak times. It should be noted that specific central

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government grant for this ends in June although an allowance has been made to continue support until the end of the summer term.

56. Within the Sustainability and Waste services the forecast is breakeven. This position assumes that the £0.5m MTFS saving for Green Waste Recycling credits will be achieved.
57. There is £1m forecast for the impact of Covid 19 on Waste – this is the cost of additional tonnages which have been seen since March 2020 as a result of the change in working habits but also the loss of third party income to the Energy from Waste sites as a result of this increased tonnage. It should be noted that waste budgets are demand led and will need continued close monitoring throughout the year to track tonnages and costs as social restrictions are eased and any 'new normal' is established.
58. **Corporate Services** **Covid impact - £0.554m**
Normal service forecast - £0.325m saving
59. The service is forecast to save £0.325m, this includes a £0.175m forecast saving in ICT due to vacancies and a forecast saving of £0.2m of additional income in Registrars due to the higher number of weddings that are now being booked for 2021/22 as Covid 19 restrictions are starting to be lifted. These savings are partly offset by a forecast overspend in HR which is the non-delivery of a 2019/20 MTFS saving.
60. The forecast for the impact of Covid 19 is £0.554m which includes costs of the temporary mortuary facility extension and the closure of the first annual leave purchase scheme window.
61. **Centrally Controlled**
62. The business as usual forecast saving is £0.1m which is within Pooled Buildings and relates to savings on energy and electricity costs.
63. There is a forecast spend of £0.124m of Covid 19 pressures which includes some loss of rental income and potential additional costs to modify the office space in Staffordshire Place 1 post Covid 19.

64. **Capital Forecast**

65. Appendix 5 compares the latest capital forecast outturn of £126.7m, an increase from the budgeted position of £108.8m. The key reasons for this increase of £17.9m are set out in the following paragraphs.

66. **Health and Care** **Forecast spend £6.926m**

67. There has been a reduction of £1.213m since the budget was set in December, which is due to the significant impact of Covid 19 which has resulted in uncertainty over demand and capacity requirements moving forward, therefore current plans are on hold for building new nursing homes at Histon Hill reducing forecast spend by £1.129m and Rowley Hall reducing forecast spend by £1.131m, with a potential knock on effect for Dementia Centres of Excellence of £0.197m.

68. The Care Director budget now reflects rephasing of additional works into 2021/22 of £0.492m and rephasing of Supported Living Scotch Orchard and Specialist LD Day Services in Lichfield to 2021/22 of £0.280m and £0.150m. Also, the Changing Places grant scheme has been put on hiatus until sufficient interest can be garnered, reducing forecast spend by £72,000.

69. **Families and Communities** **Forecast spend £34.629m**

70. *Maintained Schools* *Forecast Spend £33.742m*

71. There has been an overall increase in forecast spend of £18.037m since the budget was set in December. There has been significant additional developer contributions on Schools, including Anker Valley of £2.651m, Netherstow High of £1.346m, Coton Green of £0.964m, Sir Graham Balfour of £0.958m, St Johns Primary Essington of £0.497m and Deanslade 1FE Primary in South Lichfield of £0.404m. There have also been various other developer contributions and rephasing of projects across the whole programme which total to an additional forecast spend of £3.507m on Schools.

72. As a result of increased government investment and a revised allocation system, Staffordshire will this year receive capital funding of £9.6m, which is the highest allocation since 2015/16. This is an increase of £5.7m and is not yet reflected above due to very recent notification of the allocation. This will be brought into the capital programme in due course. This significantly higher

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allocation will give the Council opportunity to further address condition priorities in schools.

73. For Non-Schools spend, there has been the introduction of the new Decarbonisation grant of £3.004m, additional SEND provision of £3.381m and other rephasing of schemes which totals £1.324m.
74. The SEND amount above includes £2.4m of new funding and is Staffordshire's share of a national funding package of £280m confirmed by DfE for 2021/22 (High Needs Provision Capital Allocations (HNPCA)). This will be used to deliver new places and improve existing provision for children and young people with special educational needs and disabilities or who require alternative provision.
75. **Economy, Infrastructure and Skills** **Forecast spend £72.794m**
76. *Economic Planning & Future Prosperity* *Forecast spend £11.968m*
77. There has been an increase of £5.720m since the budget was set in December. This is due to i54 Western Extension costs increasing and rephasing into 2021/22 of £5.091m. In addition a number of projects have been rephased from 2020/21 to 2021/22 totalling £0.642m. In addition, a new scheme has been added – Rural Enterprise Studies with a forecast spend of £35,000 and the A50 scheme now reflects some rephasing into 2022/23 leading to a reduction of £0.366m.
78. There has been an increase on County Farms spend of £0.530m which is due to the implementation of a new minor grants scheme and the introduction of additional works to assets.
79. *Highways Schemes* *Forecast spend £59.017m*
80. There has been a decrease of £10.466m since the budget was set in December 2020. The original budget included a potential need for significant investment in the Highway Network of £18m. The County Council agreed to extend its previous highways investment for one more year by £5m and for that investment to be reviewed as part of the Strategic Plan and MTFS in the summer of 2021. Government funding was £5.2m less than anticipated when

Appendix 2 – Quarter 1 Finance Report

the original budget was being finalised giving an overall gap of £18.2m. This has been offset by £3.5m being carried forward from previous years due to slippage of schemes, most notably Chetwynd Bridge and additional third-party income of £1.2m.

81. There has been an increase in forecast spend of £2.885m due to rephasing spend into 2021/22 on Stafford Western Access Route due to Covid pressures and flooding, and budget refinements on Lichfield Southern Bypass.
82. *Connectivity* *Forecast spend £1.430m*
83. There has been an increase of £1.271m since the budget was set due to the introduction of the new Gigabit Broadband Voucher Scheme of £1m and the rephasing of Superfast Broadband into 2021/22 of £0.271m.
84. *Waste & Sustainability* *Forecast spend £0.379m*
85. There is a reduction of £0.769m since the budget was set, this is due to rephasing of works on Newcastle Household Waste Recycling Centre (HWRC) into 2022/23 of £0.790m offset by other rephasing of HWRC works into 2021/22 of £49,000 and Health and Safety works at Leek HWRC of £0.208m.
86. **Finance and Resources & ICT** **Forecast spend £0.754m**
87. There has been an increase of £0.359m since the budget due to rephasing of spend on the Wireless Refresh project of £0.150m, Data Centre Refresh of £0.145m and Computer Refresh of £64,000.
88. **Property** **Forecast spend £11.050m**
89. There has been an increase of £4.690m since the budget was set in December, due to a number of factors. These include the introduction of a new scheme – Shire Hall Regeneration of £2m and One Public Estate Funding of £0.189m.
90. There has also been reprofiling of spend to 2021/22 for District Rationalisation of £1.508m, Responding to Accommodation Changes of £0.103m, Greenwood House of £0.444m, Asset Renewal of £0.381m, Newcastle Family Contact Centre of £0.223m. These increases have been offset by reductions on Pre-

Appendix 2 – Quarter 1 Finance Report

sale planning and improvement costs of £48,000 and removal of Fire Compartmentation budget of £0.110m as the works are covered by revenue maintenance budgets.

91. **Financial Health**

92. Appendix 6 provides a forecast outturn performance against the key Financial Health Indicators approved as part of the 2021/22 budget setting process.
93. There have been 97.6% of invoices paid within 30 days of receiving them at the end of February, exceeding the financial health indicator target. This position also reflects early payments to suppliers to help them with cashflow during the pandemic.
94. The estimated level of outstanding sundry debt over 6 months old is £19.913m, this is over the target of £14.7m by £5.213m. This is a decrease of £1.032m since the end of the 2020/21 financial year. The debt recovery process involves chasing by a range of methods with the eventual escalation to the external collection agent or to Legal for the possibility of a court decision to recover the debt. It should be noted that a return to full debt recovery services, including legal action was only possible from September 2020 due to Covid 19.
95. The level of CCG health debt over 6 months old is £0.9m below the target figure. This is a decrease of £49,000 since the end of the 2020/21 financial year.
96. Client debt now stands at £9.682m and could potentially increase as a consequence of the on-going pandemic. A working group has been established to look at why clients are not paying debts and to implement ways to avoid clients getting into debt in the first instance, this includes an initiative to encourage and assist clients with setting up direct debit instructions.

Appendix 2 – Quarter 1 Finance Report

Debtor Type	2021/22 Target	31/03/2021	30/06/2021 Est	Increase / (Decrease)
	£m	£m	£m	£m
Health Bodies & CCGs	3.900	3.018	2.969	(0.049)
Other Govt. and Public Bodies	2.000	4.099	3.247	(0.852)
Other General Debtors (Individuals & Commercial)	4.700	4.110	4.015	(0.095)
Health & Care Client Debt	4.100	9.718	9.682	(0.036)
TOTAL	14.700	20.945	19.913	(1.032)

Appendix 3 – Corporate Checklist

Equalities implications:

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

Legal implications:

There are no legal implications arising from this report.

Resource and Value for money implications:

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

Risk implications:

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

Climate Change implications:

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

Health Impact Assessment and Community Impact Assessment screening:

Not required for this report.

Report authors:

Author's Names: Rachel Spain, Nicola Lycett
Telephone No: (01785) 85 4454
Location: Staffordshire Place No.1

Revenue Forecast Outturn 2021/22









	Revised Budget Qtr 1 £m	Forecast Outturn £m	Covid Impact	Normal Service Overspend / (Savings)	Total Variation £m
Health and Care					
Public Health & Prevention	(5.669)	(5.669)	0.000	0.000	0.000
Adult Social Care & Safeguarding	39.411	39.411	0.200	0.000	0.200
Care Commissioning	200.642	195.642	3.949	(5.000)	(1.051)
Specific Grant Allocation (Public Health)	(1.307)	(1.307)	0.000	0.000	0.000
Exit and Transition Fund	0.000	0.000	0.000	0.000	0.000
Health and Care Total	233.077	228.077	4.149	(5.000)	(0.851)
Families and Communities					
Children's Services	118.151	117.221	7.915	(0.930)	6.985
Children's Public Health	(4.546)	(4.546)	0.000	0.000	0.000
Education Services	31.497	31.497	0.400	0.000	0.400
Culture and Communities	5.438	5.438	0.150	0.000	0.150
Rural	2.356	2.217	0.040	(0.139)	(0.099)
Community Safety	8.323	8.253	0.000	(0.070)	(0.070)
Specific Grant Allocation (Public Health)	(1.710)	(1.710)	0.000	0.000	0.000
Exit and Transition Fund	0.000	0.000	0.000	0.000	0.000
Families and Communities Total	159.509	158.370	8.505	(1.139)	7.366
Economy, Infrastructure and Skills					
Business & Enterprise	2.194	2.194	0.000	0.000	0.000
Infrastructure & Highways	29.687	29.687	0.235	0.000	0.235
Transport, Connectivity & Waste	39.880	39.778	1.153	(0.102)	1.051
Skills	2.435	2.400	0.000	(0.035)	(0.035)
EI&S Business Support	1.097	1.097	0.000	0.000	0.000
Specific Grant Allocation (Public Health)	0.000	0.000	0.000	0.000	0.000
Covid related capital project costs	0.000	0.000	0.200	0.000	0.200
Exit and Transition Fund	0.000	0.000	0.000	0.000	0.000
Economy, Infrastructure and Skills Total	75.293	75.156	1.588	(0.137)	1.451
Corporate Services	34.858	34.849	0.544	(0.009)	0.535
Specific Grant Allocation (Public Health)	0.000	0.000	0.000	0.000	0.000
Exit and Transition Fund	0.000	(0.316)	0.000	(0.316)	(0.316)
Corporate Services Total	34.858	34.533	0.544	(0.325)	0.219
Traded Services	(0.622)	(0.622)	0.000	0.000	0.000
TOTAL PORTFOLIO BUDGETS	502.115	495.514	14.786	(6.601)	8.185
Centrally Controlled Items					
Interest on Balances & Debt Charges	34.669	34.669	0.000	0.000	0.000
Pooled Buildings and Insurances	27.478	27.378	0.000	(0.100)	(0.100)
Investment Fund	0.798	0.798	0.000	0.000	0.000
Covid 19 Grant	0.000	0.000	(16.204)	0.000	(16.204)
TOTAL FORECAST OVERSPEND	565.060	558.359	(1.418)	(6.701)	(8.119)

CAPITAL PROGRAMME 2021/22

	MTFS	Enhancements to Programme	1st Quarter Budget
	£m	£m	£m
Health and Care			
Care and Independence	8.139	(1.213)	6.926
Health and Care Total	8.139	(1.213)	6.926
Families and Communities			
Maintained Schools	15.705	18.037	33.742
Academy Conversion Residual	0.000	0.000	0.000
Rural County (Countryside)	0.769	0.021	0.790
Vulnerable Children's Projects	0.075	0.009	0.084
Tourism and Culture	0.042	(0.029)	0.013
Families and Communities Total	16.591	18.038	34.629
Economy, Infrastructure and Skills			
Economic Planning & Future Prosperity	6.248	5.720	11.968
Highways Schemes	69.483	(10.466)	59.017
Connectivity	0.159	1.271	1.430
Waste & Sustainability Projects	1.148	(0.769)	0.379
Economy, Infrastructure and Skills Total	77.038	(4.244)	72.794
Trading Services - County Fleet Care	0.235	0.272	0.507
Finance, Resources & ICT	0.395	0.359	0.754
Property	6.360	4.690	11.050
Corporate Leased Equipment	0.040	(0.040)	0.000
Total	108.798	17.862	126.660

Financial Health Indicators 2021/22

Appendix 6

Indicator		Current Performance
<u>Debtors</u> Level of outstanding general debtors more than 6 months old does not exceed £14.7m (Current Performance – £19.9m)		
<u>Payments to suppliers</u> At least 90% of invoices have been paid within 30 days of us receiving them during the last quarter (Current Performance – 97.6%) This reflects early payments to suppliers to help them with cashflow during the pandemic.		
<u>Monitoring</u> Quarterly financial monitoring reports have been issued to Cabinet during the last 12 months The council's most recent revenue outturn forecast did not vary by more than +/-2% when compared to the overall revenue budget Quarterly monitoring reports of progress against MTFS savings have been produced for the Senior Leadership Team during the last 12 months		  
 Indicator not met	 Indicator not met by small margin	 Indicator met

Cabinet Meeting on Wednesday 21 July 2021

Framework Agreement for the Provision of Asbestos Removal and Encapsulation Services



Cllr Mark Deaville, Cabinet Member for Commercial Matters said,

“As a county council we are committed to getting the best services delivered at the best value for Staffordshire taxpayers.

The procurement of a framework agreement will give us both flexibility and rigour for the removal of asbestos when needed.”

Report Summary:

The objective of the report is to establish approval to proceed with the procurement of a framework agreement for the provision of Asbestos Removal and Encapsulation Services (the “Framework Agreement”) and to secure approval for the Director of Corporate Services to be given delegated authority to approve the award of the Framework Agreement and the subsequent award of any call-off contracts under the Framework Agreement. The Framework Agreement will be for a period of 2 years starting 1st March 2022 to 28th February 2024 with the option to extend by 1 x 24-month period.

Recommendations

I recommend that Cabinet:

- a. Agree that Staffordshire County Council (the “Council”) concludes its regulated procurement in line with the Public Contract Regulations 2015 (the “Regulations”) for the Framework Agreement;
- b. Agree, following the procurement process, the successful suppliers be appointed to the Framework Agreement for the period 1st March 2022 to 28th February 2024 and that dependent on the quality of their delivery, that the 24-month service extension be implemented to a final contract end date of 28th February 2026; and
- c. Agree that the Director of Corporate Services be given delegated authority to:
 - i. Approve the initial awards of the tendered suppliers to the Framework Agreement and authorise the Council entering into the Framework Agreement with successful suppliers;

- ii. Approve all subsequent call-off contracts under this Framework Agreement and authorise the Council entering into any call-off contracts with suppliers under the Framework Agreement; and
- iii. (if applicable) approve the 2-year extension to the Framework Agreement in its 2nd year.

Local Members Interest
N/A

Cabinet – Wednesday 21 July 2021

Framework Agreement for the Provision of Asbestos Removal and Encapsulation Services

Recommendations of the Cabinet Member for Commercial Matters

I recommend that:

I recommend that Cabinet:

- a. Agree that Staffordshire County Council (the “Council”) concludes its regulated procurement in line with the Public Contract Regulations 2015 (the “Regulations”) for the Framework Agreement;
- b. Agree, following the procurement process, the successful suppliers be appointed to the Framework Agreement for the period 1st March 2022 to 28th February 2024 and that dependent on the quality of their delivery, that the 24-month service extension be implemented to a final contract end date of 28th February 2026; and
- c. Agree that the Director of Corporate Services be given delegated authority to:
 - i. Approve the initial awards of the tendered suppliers to the Framework Agreement and authorise the Council entering into the Framework Agreement with successful suppliers;
 - ii. Approve all subsequent call-off contracts under this Framework Agreement and authorise the Council entering into any call-off contracts with suppliers under the Framework Agreement; and
 - iii. (if applicable) approve the 2-year extension to the Framework Agreement in its 2nd year.

Report of the Director for Corporate Services

Reasons for Recommendations:

1. The current Asbestos Removal and Encapsulation Services Framework Agreement (PC695) expires on 28th February 2022. The estimated annual value for the framework agreement is £375,000 per annum for the Council.
2. The procurement of the new Framework Agreement will be qualified for up to £3 million to consider flexibility in the Council’s spend and to accommodate the potential additional spend of public sector partners.
3. The Framework Agreement is being procured to provide the Council with an agreed schedule of rates for the removal of Asbestos and Encapsulation services within Council owned buildings. The Framework Agreement can also be accessed by public sector partners including schools and academies.

4. It is envisaged that 4 suppliers will be appointed to the Framework Agreement.
5. There are no equivalent agreements procured by any other independent 3rd party central purchasing bodies or contracting authority/council which uniquely hold the local suppliers. The option to publicly tender this not only serves as an opportunity for local suppliers to tender but also serves as a benchmark on value for money.
6. Without recourse to a Framework Agreement, Council officers would be required to invest more resource into spot tendering / quoting for individual work packages which would require a plethora of separately tendered projects per annum conforming to the Councils' own Procurement Regulations

Legal Implications

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

Resource and Value for Money Implications

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

List of Background Documents/Appendices:

Community Impact Assessment – Summary Document

Contact Details

Assistant Director: Ian Turner, Assistant Director for Commercial and Assets
Telephone No.: 01785 277228
E-Mail Address: ian.turner@staffordshire.gov.uk



Community Impact Assessment – Checklist and Executive Summary

Name of Proposal: Framework Agreement for the provision of Asbestos Removal and Encapsulation Services

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

Project Manager: Laura Kendall, Procurement Manager, Commercial Team

Date: 09/04/21

Final Checklist

Prior to submitting your Community Impact Assessment (CIA), please ensure that the actions on the checklist below have been completed, to reassure yourself/ SLT/ Cabinet that the CIA process has been undertaken appropriately.

Checklist	Action Completed (tick)	Comments/Actions
The project supports the Council's Business Plan, priorities and MTFS.	Yes	
It is clear what the decision is or what decision is being requested.	Yes	
For decisions going to Cabinet, the CIA findings are reflected in the Cabinet Report and potential impacts are clearly identified and mitigated for (where possible).	Yes	n/a Impacts
The aims, objectives and outcomes of the policy, service or project have been clearly identified.	Yes	
The groups who will be affected by the policy, service or project have been clearly identified.	Yes	
The communities that are likely to be more adversely impacted than others have been clearly identified.	Yes	
Engagement / consultation has been undertaken and is representative of the residents most likely to be affected.	n/a	
A range of people with the appropriate knowledge and expertise have contributed to the CIA.	Yes	
Appropriate evidence has been provided and used to inform the development and design of the policy, service or project. This includes data, research, engagement/consultation, case studies and local knowledge.	Yes	
The CIA evidences how the Council has considered its statutory duties under the Equality Act 2010 and how it has considered the impacts of any change on people with protected characteristics.	Yes	

The next steps to deliver the project have been identified.	Yes	
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Executive Summary – The Executive Summary is intended to be a collation of the **key issues and findings** from the CIA and other research undertaken. This should be completed **after** the CIA and research has been completed. Please structure the summary using the headings on the left that relate to the sections in the **CIA template**. Where no major impacts have been identified, please state N/A.

	Which groups will be affected?	Benefits	Risks	Mitigations / Recommendations
PSED – 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>	N/A			
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?	N/A			
Economy – How will the proposal impact on the economy of Staffordshire or impact on the income of Staffordshire's residents?	N/A			
Environment – How will the proposal impact on the physical environment of Staffordshire?	N/A			

Localities / Communities –
How will the proposal impact on
Staffordshire's communities?

N/A

Cabinet – 21 July 2021

Decisions Taken by Cabinet Members under Delegated Powers

Recommendation of the Leader of the Council

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

Report of the Director of Corporate Services

Reasons for Recommendations

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

Background

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

Cabinet Member	Decision
Cabinet Member for Highways and Transport	In approving the 2021 version of the Local Cycling and Walking Infrastructure Plan (LCWIP) for publication on Staffordshire County Council's website.
Cabinet Member for Health and Care	In approving: (i) That Disabled Facilities Grant funding from the Ministry of Housing, Communities and Local Government (MHCLG) is transferred to the District and Borough Councils as required by the MHCLG. (ii) That the County Council enters into legal agreements with the relevant District and Borough Councils to cover transfer of funding and to ensure that it is used in line with Disabled Facilities Grant conditions. (iii) That delegated authority is given to the Director of Health and Care, to approve the transfer of Disabled Facilities Grant monies to the District and Borough Councils in future years, whilst the current arrangements and grant conditions persist.
Deputy Leader and Cabinet Member for Economy and Skills	In approving Staffordshire County Council's Community Learning funding allocation and distribution 2021 to 2022.

Report author:

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

List of Background Papers - Cabinet Members Delegated Decision Nos. 526 - 528.

FORWARD PLAN OF KEY DECISIONS

Period: 18 August 2021 - 15 December 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 and Care– Julia Jessel
Cabinet Member for Environment, Infrastructure and Climate Change – Simon Tagg
Cabinet Member for Commercial Matters – Mark Deaville
Cabinet Member for Highways and Transport – David Williams
Cabinet Member for Finance and Resources – Ian Parry
Cabinet Member for Communities and Culture – Victoria Wilson
Cabinet Member for Children and Young People – Mark Sutton
Cabinet Member for Education (and SEND) – Jonathan Price

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: 18 August 2021 - 15 December 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
August 2021	Public	<p>Treasury Management Outturn Report 2020/21 (Cabinet Member for Finance and Resources (Ian Parry))</p> <p>Outturn information in respect of Staffordshire County Council's treasury management activities for the financial year 2020/21.</p>		N/A	Rob Salmon (Tel: (01785) 27 6354) Service Area: Finance
August 2021	Private	<p>Proposed 1FE Expansion at Oldfields Hall Middle School, Uttoxeter (Cabinet Member for Education (and SEND) (Jonathan Price))</p> <p>An expansion of capacity at Oldfields Hall Middle School is required to provide additional middle school places to mitigate the impact on education of new residential developments in Uttoxeter Town. Section 106 contributions have been requested from a number of developers to contribute towards this expansion.</p>		N/A	Tim Moss (Tel: 01785 277963) Service Area: School Organisation
September 2021	Public	<p>Recommissioning of Care Home Services (Cabinet Member for Health and Care (Julia Jessel))</p> <p>Completion of the options available for the recommissioning of care home services.</p>		N/A	Helen Trousdale (Tel: 01785 277008) Service Area: Health and Care

Anticipated Date of Decision	Public or Private Decision	Title and Description	Background Documents	Consultation	Contact Officer
September 2021	Public	<p>Developing Family Hubs in Staffordshire (Cabinet Member for Children and Young People (Mark Sutton))</p> <p>The Cabinet Report sets out the emerging vision for Family Hubs across Staffordshire. Cabinet are asked to give consideration to the emerging Family Hub Model and the County Council's future commissioning intentions.</p>		N/A	Natasha Moody (Tel: 07976191079) Service Area: Families and Communities
September 2021	Public	<p>Impact of COVID-19 on SCC Communities, Economy and Organisation and Recovery Progress - Update September 2021 and Way Forward (Leader of the Council (Alan White))</p> <p>The impact of COVID-19 on Staffordshire since October 2020, the SCC Recovery approach and progress, and the way forward for SCC to Living with COVID</p>		N/A	Janene Cox OBE (Tel: (01785) 278368) Service Area: All
September 2021	Private	<p>Entrust Service Delivery Agreement (Leader of the Council (Alan White))</p> <p>To consider changes to the Entrust Service Delivery Agreement.</p>		N/A	Ian Turner (Tel: 01785 277228) Service Area: Education Support Services
October 2021	Public	<p>Household Waste Recycling Centre Update (Cabinet Member for Commercial Matters (Mark Deaville))</p> <p>To provide Cabinet with a progress update on the Household Waste Recycling Centres.</p>		N/A	Clive Thomson (Tel: 01785 276522) Service Area: Waste and Sustainability
October 2021	Public	<p>Integrated Performance Report - Quarter 2 2021/22 (Cabinet Member for Finance and Resources (Ian Parry), Leader of the Council (Alan White))</p> <p>The quarterly Integrated Performance Report</p>		N/A	Kerry Dove, Rob Salmon (Tel: (01785) 27 6354) Service Area: Corporate

Anticipated Date of Decision	Public or Private Decision	Title and Description	Background Documents	Consultation	Contact Officer
		provides an overview of Staffordshire County Council's progress, performance and financial position in delivering against our Strategic Plan and Delivery Plan.			Services
November 2021	Public	Treasury Management Half Yearly Report 2021/22 (Cabinet Member for Finance and Resources (Ian Parry)) Report detailing the treasury management activity of Staffordshire County Council for the first half of 2021/22.		N/A	Rob Salmon (Tel: (01785) 27 6354) Service Area: Finance

Not for publication by virtue of paragraph(s) 3
of Part 1 of Schedule 12A
of the Local Government Act 1972

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