

Cabinet

Wednesday 19 October 2022

10:00 – 12:00

Oak Room, County Buildings, Stafford

The meeting will be webcast live which can be viewed at any time here:

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

John Tradewell
Deputy Chief Executive and Director for Corporate Services
11 October 2022

Agenda

- 1. Apologies**
- 2. Declarations of Interest in accordance with Standing Order 16**
- 3. Decision notice of the meeting held on 21 September 2022** (Pages 1 - 10)
- 4. Leader's Update**
Oral report of the Leader of the Council
- 5. Minutes of the meeting of the Property Sub-Committee held on 5 October 2022** (Pages 11 - 12)
- 6. Staffordshire Means Back to Business** (Verbal Report)
Deputy Leader and Cabinet Member for Economy and Skills
- 7. Integrated Performance Report - Quarter 2, 2022/23** (Pages 13 - 66)
Leader of the Council and Cabinet Member for Finance and Resources
- 8. Nexxus Trading Services Limited - Annual Report 21/22** (Pages 67 - 106)
Leader of the Council

9. **Final Recommendations for the Future Commissioning Arrangements for Supported Living Services in Staffordshire** (Pages 107 - 136)

Cabinet Member for Health and Care

10. **High Needs Provision Capital Allocation Funding** (Pages 137 - 180)

Cabinet Member for Education (and SEND)

11. **Family Hubs in Staffordshire** (Pages 181 - 208)

Cabinet Member for Children and Young People

12. **Early Help Strategy 2022-2027** (Pages 209 - 238)

Cabinet Member for Children and Young People

13. **Recommissioning Domestic Abuse Services** (Pages 239 - 256)

Cabinet Member for Communities and Culture

14. **Procurement of a Framework Agreement for the Supply and Installation of Windows and Doors** (Pages 257 - 268)

Cabinet Member for Commercial Matters

15. **Forward Plan of Key Decisions** (Pages 269 - 274)

16. **Exclusion of the Public**

The Chairman to move:-

“That the public be excluded from the meeting for the following items of business which involve the likely disclosure of exempt information as defined in the paragraphs of Part 1 of Schedule 12A (as amended) of Local Government Act 1972 indicated below”.

PART TWO

(All reports in this section are exempt)

17. **Family Hubs in Staffordshire** (Pages 275 - 278)

Cabinet Member for Children and Young People

18. **Sale of Seabridge Centre Site** (Pages 279 - 296)

Cabinet Member for Commercial Matters

Membership

Alan White (Chair)	Jonathan Price
Philip White	Mark Sutton
Mark Deaville	Simon Tagg
Julia Jessel	David Williams
Paul Northcott	Victoria Wilson
Ian Parry	

Notes for Members of the Press and Public

Filming of Meetings

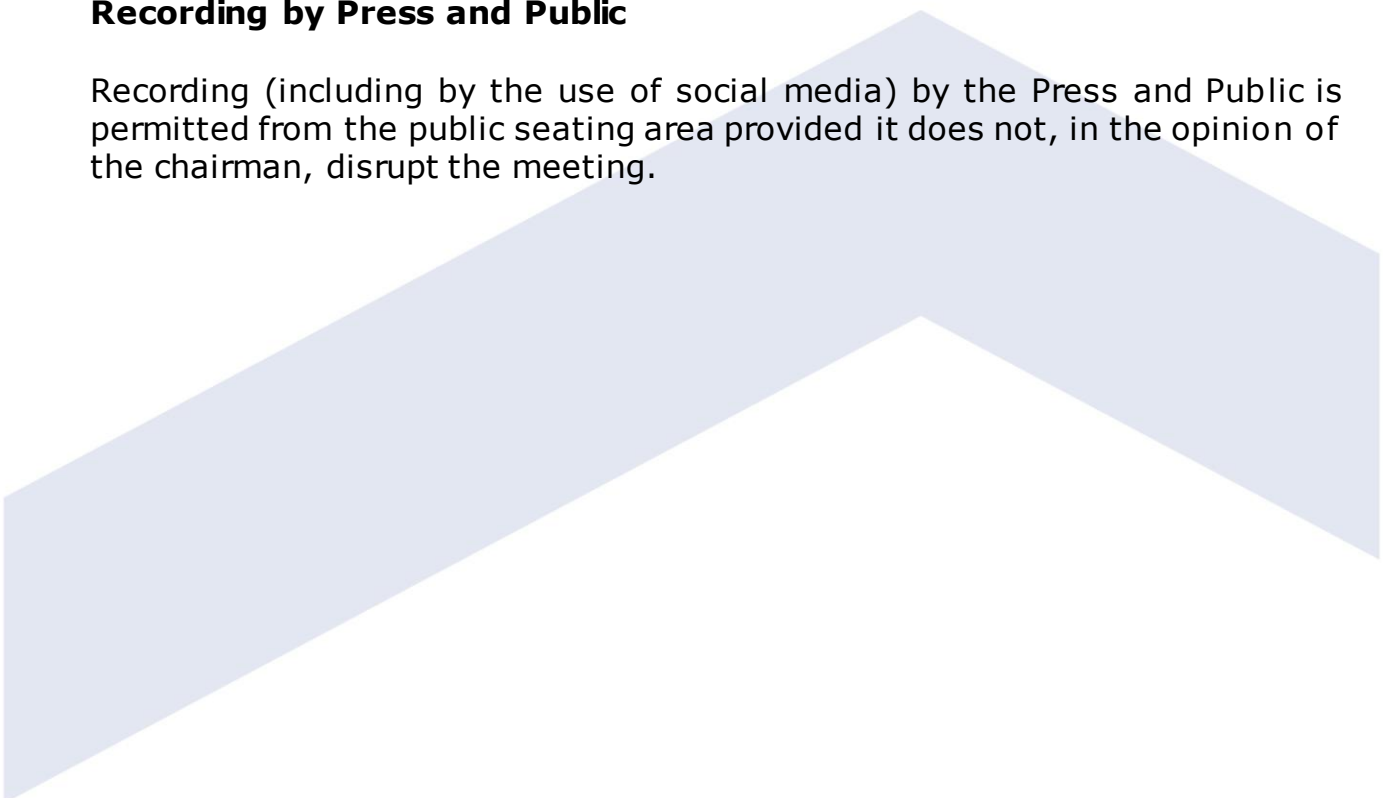
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Minutes of the Cabinet Meeting held on 21 September 2022

Attendance

Mark Deaville	Simon Tagg
Julia Jessel	Alan White (Chair)
Ian Parry	Philip White
Jonathan Price	David Williams
Mark Sutton	Victoria Wilson

Cabinet Support Member in attendance: Paul Northcott

Apologies:

PART ONE

30. Decision notice of the meeting held on 20 July 2022

Decision – That the notes of the meeting held on 20 July 2022 be approved.

31. Leader's Update

Decision – That the oral report of the Leader of the Council giving an update on a range of issues including the real outpouring of emotion and gratitude towards Queen Elizabeth II over the period of mourning; the new Government's proposal to announce a mini budget with the aims of boosting growth in the economy and helping people with the rising cost of living; the many people struggling across Staffordshire with rising energy bills, and prices going up in supermarkets, shops and petrol stations, and the Council's proposals for a publicity campaign, directing people to help from the county and district councils, and in communities; Government reforms to the care system which were due to come into force next year and the huge uncertainty over the funding Councils will receive to enact these changes; the Council's commitment to supporting everyone to lead as healthy and independent lives as possible, for as long as possible ; and eligible Staffordshire residents being encouraged to get their covid booster and flu jab; be noted.

32. Minutes of the meeting of the Property Sub-Committee held on 26 August and 7 September 2022

Decision – That the minutes of the meeting of the Property Sub-Committee held on 26 August and 7 September 2022 be received.

33. 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:

- Increases in fuel and energy prices would continue to present a number of challenges to the local economy and, working with our Districts and Boroughs and other partners, the Councils’ continued support for businesses locally.
- The continuation of the Council’s Staffordshire Means Business programme which had delivered assistance to hundreds of Staffordshire businesses and supported the creation of 400 new Apprenticeships.
- Proposals for the Council’s new Start Up and Step-Up Business support package aimed at helping those wanting to start and grow their own business which had a strong focus on making those businesses resilient.
- Staffordshire’s Universal Credit figures which showed that the claimant count in Staffordshire saw an increase of 200 claimants between July and August 2022, although the claimant rate remained at 2.7% of the working age population.
- The proportion of young people in Staffordshire aged 18-24 that were claiming work-related Universal Credit currently stood at 4.0%, an increase of 120 young people.
- Despite these increases in the claimant count, during the same period, Staffordshire saw a 5% rise in job vacancies equivalent to just over 900 more job vacancies to a total of over 20,200, which was more than work related benefit claimants.
- The role of the Council’s new Job Brokerage Service to match those seeking work with the jobs Staffordshire businesses were so successful in creating.
- The agreement of terms with the Harworth Group, using County Council funding together with funding from Newcastle Under Lyme Borough Council, through its Town Deal, to enable the development of the Chatterley Valley business park site.
- The new Pets at Home HQ in Stafford was nearing completion (which would generate over 800 jobs); and the exceptionally strong interest in the Council’s serviced employment land at i54.

34. Review of the Agreement for the Provision of Adult Social Care Assessment and Case Management and Occupational Therapy in Staffordshire



"The continuation of this agreement will enable the council to build on our successful partnership with Midlands Partnership Foundation NHS Trust that has been running for a number of years and continues to provide integrated health and social care services to older people, people with physical disabilities and people with mental health conditions.

This approval also offers continuity of services at a time when adult social care is managing the aftermath of the Covid pandemic, responding to increased demand and implementing the Government's Adult Social Care Reforms".

Julia Jessel, Cabinet Member for Health and Care

Reasons for the Decision – To consider extending the current Section 75 Agreement with Midlands Partnership Foundation NHS Trust (MPFT), for adult social care assessment and case management and occupational therapy in Staffordshire, for two years.

Decision – (a) That the Council extends the current Section 75 Agreement with MPFT for two years from 1st April 2023 to 31st March 2025, to continue to provide adult social care assessment and case management and occupational therapy in Staffordshire.

(b) That the Director of Health and Care and Director of Corporate Services, in consultation with the Cabinet Member for Health and Care, be authorised to finalise and implement the extension of the Section 75 Agreement for adult social care assessment and case management and occupational therapy in Staffordshire.

35. Contract for the Supply of Electricity and Associated Services (Call off from YPO Framework 791)



"Current events show the importance of ensuring we have flexible arrangements in place to obtain the best value for taxpayers despite the volatility of markets.

In line with the County Council's commitment to reach Net Zero carbon emissions by 2050, we will purchase Green Electricity."


Mark Deaville, Cabinet Member for Commercial Matters

Reasons for the Decision – To consider the procurement direction and award for the time period 1st April 2023 until 31st March 2027 for the supply of Electricity and Associated Services.

Decision – (a) That the approach for procuring, awarding, and entering into an Electricity and Associated Services contract through the Yorkshire Purchasing Organisation (YPO) framework for the period of 1st April 2023 until 31st March 2027, with Npower Business Solutions, be approved.

(b) That the Deputy Chief Executive and Director of Corporate Services be given delegated authority to approve the contract award and delegated signatory of the contract.

36. Staffordshire Electoral Review - Council Size Submission

	<p>“We believe that our proposals will best serve our communities and ensure we can continue efficient and effective running of the county council over the coming years.</p> <p>All our councillors are involved in the process and we have worked closely with our district and borough colleagues as we continue to strengthen those partnerships.”</p> <p>Alan White, Leader of the Council</p>
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Reasons for the Decision – To consider the progress on the County’s Electoral Review and the Council Size Submission which is due to be considered by Full Council on 13th October.

Decision – (a) That the progress and timescales for Staffordshire’s Electoral Review be noted.

(b) That the following proposals within the Council Size Submission be agreed.

That the County Council:

- i. Retains the current council size of 62 Elected Members
- ii. Requests a single member per division review

(c) That the Council Size Submission be referred to the County Council for approval on 13th October 2022.

(d) That the Leader of the Council and the Deputy Chief Executive and Director for Corporate Services be authorised to finalise the details of the Council Size Submission prior to submitting to the Boundary Commission.

37. Multiply - National Numeracy programme

	<p>“The Multiply programme nationally is aimed at approximately 17million adults or half of the working age population who do not have strong numeracy skills. It will support those adults to develop numeracy skills for the future.</p> <p>Improving numeracy skills can help in everyday life, whether at work, managing household finances, or helping children with their homework. It can also help career prospects, whatever your line of work.</p> <p>Many people are not confident about their numeracy skills including some in top professions. That is why we’d encourage anyone who feels like they could improve to find out more about our Multiply programme.</p> <p>The county council secured £4.2million to deliver targeted, easy to access and straightforward courses to enable more adults to achieve maths qualifications, improve employment chances and increase numeracy across Staffordshire’s population.”</p> <p>Philip White, Deputy Leader and Cabinet member for Economy and Skills</p>
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Reasons for the Decision – To consider delegating to the Director of Economy, Infrastructure & Skills, in consultation, with the Deputy Leader and Cabinet Member for Economy and Skills, authority to mobilise the Multiply project, which aims to increase the levels of functional numeracy in the adult population across the UK quickly, with provision to formally commence in October 2022.

Decision – (a) That the purpose of Multiply be noted.

(b) That it be agreed that the Director of Economy, Infrastructure & Skills, in consultation, with the Deputy Leader and Cabinet Member for Economy and Skills, be given delegated authority to:

- i. authorise the Council to enter into an agreement (Accountable Body Agreement) with the Department for Education formalising the Council's role as Lead Authority for Multiply.
- ii. authorise the Council to enter into an individual grant funding agreement (Grant Agreement) following appraisal and prioritisation of applications for Funding with each of the identified Providers best placed to meet our strategic priorities.
- iii. authorise that the Assistant Director for Skills & Employability be given delegated authority to approve any formal variations or extensions required to the Accountable Body Agreement or to the individual Grant Agreements based on performance or changes in Multiply Guidance.

38. Decisions taken by Cabinet Members under Delegated Powers

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

Cabinet Member	Decision
Cabinet Member for Communities and Culture	In approving the disposal of items from the Staffordshire County Museum collection.
Cabinet Member for Highways and Transport	In agreeing: (a) To follow the Department for Transport (DfT) guidance issued to Local Transport Authorities to transition English National Travel Concession Scheme (ENTCS) payments between the 1 October 2022 and 5 April 2023. (b) To use previously allocated DfT grant monies to stabilise the bus network from September 2022 onwards, noting that whilst additional short-term financial support for the bus industry has been recently announced by the Government, it is anticipated that additional local financial support will be required to provide stability over the next 12 months.

39. Forward Plan of Key Decisions

The Forward Plan of Key Decisions for the period 19 October 2022 to 15 February 2023, which detailed the following issues, was approved:

Subject Matter	Contact
Award approval for the Framework Agreement for the Provision and Installation of PVC-U Windows, Aluminium Doors and Ancillary Work – Non-Domestic	Name: Ian Turner Tel: (01785) 277228
Nexus Trading Services Limited - Annual Report 21/22	Name: Dr Richard Harling MBE Tel: (01785) 278700
Integrated Performance Report - Quarter 2, 2022/23	Name: Kerry Dove Tel: 07855 679112
High Needs Capital Funding 2022-24	Name: Tim Moss Tel: (01785) 277963
Recommissioning of the Domestic Abuse Contract	Name: Catherine Mann Tel: (01785) 278320
Final Recommendations for the Future Commissioning Arrangements for Supported Living Services in Staffordshire	Name: Andrew Jepps Tel: (01785) 278557
Early Help Strategy	Name: Natasha Moody Tel: 07976 191079
Family Hub Model	Name: Natasha Moody Tel: 07976 191079
Climate change action plan and climate change annual report	Name: Clive Thomson Tel: (01785) 276522
Review of Business Case for the Development of Council Owned Older People's Nursing Homes	Name: Helen Trousdale Tel: (01785) 277008
Homes for Ukraine	Name: Natasha Moody Tel: 07976 191079
Strategic Plan and Medium Term Financial Strategy 2023 - 2028	Name: Rachel Spain Tel: (01785) 854455
Integrated Performance Report - Quarter 3, 2022/23	Name: Kerry Dove Tel: 07855 679112

40. Exclusion of the Public

Decision – That the public be excluded from the meeting for the following items of business which involve the likely disclosure of exempt information as defined in the paragraphs of Part 1 of Schedule 12A (as amended) of Local Government Act 1972 indicated below.

The Cabinet then proceeded to consider the following matters:

PART TWO

41. Adult Social Care Reform (Exemption paragraph 3)

Reasons for the Decision – To receive a summary of Adult Social Care Reform together with an outline of Staffordshire’s progress to date on implementing the changes required.

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

42. Contract for Microsoft Software Licensing

(Exemption paragraph 3)

Reasons for the Decision – To consider the award of a contract for Microsoft Software Licensing for a 3-year term with a 1-year optional extension.

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

43. Families Health and Wellbeing (0-19) Service

(Exemption paragraph 3)

Reasons for the Decision – To consider proposals to enter into a s.75 Agreement for the provision of the Families’ Health & Wellbeing (0-19) Service.

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

44. Healthy Lifestyles Contract

(Exemption paragraph 3)

Reasons for the Decision – To consider the forthcoming commissioning plans for the Integrated Lifestyle Service and to seek permission to delegate the authority to award and authorise entering into contracts.

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

45. Extension to the Dynamic Purchasing System Agreement for the supply of Residential and Nursing Care home placements

(Exemption paragraph 3)

Reasons for the Decision – To consider the extension to the Council’s Dynamic Purchasing System Agreement with care providers for commissioning residential and nursing care home services until April 2024.

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

Leader of the Council

Minutes of the Property Sub-Committee Meeting held on 5 October 2022

Present: Alan White (Chair)

Attendance

Ian Parry

Apologies: Mark Deaville, Jonathan Price and Philip White

PART ONE

25. Declarations of Interest

The Chairman, Mr A White, recorded his membership of Lichfield District Council when item number 29 below was discussed.

26. Minutes of the Meeting held on 7 September 2022

Resolved - That the minutes of the meeting held on 7 September 2022 be confirmed and signed by the Chairman.

27. Proposed Leases to Academies

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

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

28. Lichfield Skate Park - Proposed Renewal of Lease

Details were submitted for the renewal for the Lease for the Skate Park at the former Burntwood Youth Centre, to Lichfield District Council.

Resolved – That approval be given to the renewal of the lease on the terms indicated in the report.

29. 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 paragraphs of Part 1 of Schedule 12A (as amended) of the Local Government Act 1972 as indicated below.

30. Proposed Lease of Land at Doxey Road, Stafford (exemption paragraph 3)

Details were submitted for the proposed 1 year Lease of Land at Doxey Road, Stafford for community transport parking purposes.

Resolved – That approval be given to the lease on the terms indicated in the report.

31. Proposed Lease of Woodland View and Silver Birch Care Homes (Exemption paragraph 3)

Details were submitted for the proposed 5 year Lease of Woodland View and Silverbirch Care Homes to Nexxus Care.

The sub-committee discussed the proposed management arrangements for both premises.

Resolved - That approval be given to the lease of both properties on the terms indicated in the report.

Chairman

Cabinet Meeting on Wednesday 19 October 2022

Integrated Performance Report - Quarter 2, 2022/23



Cllr Alan White, Leader of the Council said,

“Creating the right conditions for businesses and our economy to grow and thrive remains a priority for the county council while managing the inflationary pressures we currently face.

“We continue to do what is necessary to support those who need us most, however, increasing costs across the board along with the rising demand of social care for adults and children together with huge inflationary costs continues to put pressures on finances.

“Demand for adult social care assessments and safeguarding remains high and we continue to prioritise individuals at the highest risk. Recruitment to the service is taking place, however national recruitment and retention difficulties remains a key issue.

“Work to transform our children’s services is ongoing and we continue to face pressures including the rising cost, number and complexity of Child Protection & Children in Care. The Holiday Activity and Food programme ran through the summer supporting families by providing almost 47,000 places for children and young people. This quarter we also saw the opening of two new schools, Bramshall Meadows First School in Uttoxeter and Fradley Park Primary in Lichfield.

“The Staffordshire Warmer Homes scheme continues to provide significant benefits to some of our most vulnerable residents, especially given the rising price of energy. Up to August 2022, 613 households had benefitted from 762 home installations, while over 2,300 people had received wrap around services.

“We know that residents across the county remain worried about the rise in the cost of living. To date approximately 52,000 people (including children, families and pensioners) have benefitted from £5.5 million worth of help over the summer through the Household Support Fund. We also continue to direct people to support on things like managing debt, paying bills, food and essentials, staying warm and helping others.

“Staffordshire businesses are also under pressure from rising costs. So we continue to support our local economy through the Staffordshire Means Back to Business programme, which has already supported hundreds of local companies and the creation of 400 new apprenticeships.

“Despite the inflationary pressures facing councils like ours, we will invest to keep growing the county in a sustainable way to make a positive difference in the lives of our residents. We want Staffordshire people to enjoy a better quality of life, in thriving communities, and live longer in good health.”



Cllr Ian Parry, Cabinet Member for Finance and Resources said,

“All council departments continue to deliver against their priorities, whilst progressing with activities in the organisation’s delivery plan.

“Good progress has been made across the organisation during the quarter, however increasing costs and inflationary pressures across the organisation are having a significant impact. In addition, workforce capacity and recruitment, and demand challenges remain, particularly within Health and Care and Children and Families.

“The latest revenue forecast outturn shows a forecast overspend of £10.908m (1.9%), prior to additional funding for inflationary pressures being taken into account. Once this one-off funding is included and an allocation from the Inflation Reserve is assumed, the overspend reduces to £6.408m (1.1%). This is compared to an overspend of £3.643m reported at Quarter 1.

“Like many local authorities, we still face financial challenges, but we continue to keep our finances in as strong a position as possible. Well managed finances ensures that we provide good value for money for local tax-payers and means we can continue to invest in our future and growing our economy.”

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

We recommend that Cabinet:

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

Local Members Interest
N/A

Cabinet – Wednesday 19 October 2022

Integrated Performance Report - Quarter 2, 2022/23

Recommendation of the Leader of the Council and Cabinet Member for Finance and Resources

We recommend that Cabinet:

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

Report of the Director for Corporate Services

Reasons for Recommendations

This is an opportunity for Cabinet to consider and discuss Staffordshire County Council's quarterly performance and finance position.

Quarter 2 Summary

Performance ratings for the individual service areas across the council are as follows:

Service Area	Delivery	Finance
Health & Care	A	G
Children & Families	A	R
Economy, Infrastructure & Skills	A	G
Corporate Services	G	G

Key highlights

- Two new schools opened in September; Bramshall Meadows First School and Fradley Park Primary with pupils now attending.
- Highways transformation on track and delivering, whilst maintaining business continuity.
- Holiday Activity Fund programme of activities completed with positive feedback received.
- Warmer Homes First Time Central Heating scheme has completed and met its target, despite challenges.
- 139 Community Champions recruited in Burton and Newcastle to date, with plans to expand, as well as 16 dedicated Ukraine Champions.
- More than 8,000 children took part in this year's Summer Reading Challenge.
- Start-Up Hubs established across all 16 Staffordshire County Council libraries during the summer.

Key challenges

- Inflationary pressures across the organisation, with work underway to mitigate risks on future planned activity.
- Substantial risk that Adult Social Care Reform is unaffordable and require significant resources to implement. Recruitment of key roles now underway.
- Demand for adult social care assessments and safeguarding remains high. Work continuing to prioritise individuals at the highest risk.
- Continued pressures across Children's services, including the rising cost, number and complexity of Child Protection & Children in Care, as well as increased demand for Education, Health and Care Plans. New programmes of work established to support post transformation activity.
- Development of a solution to waste disposal arrangements in the north of the county post 2025.
- Workforce capacity and recruitment challenges remain across the organisation.

Further details of the above can be found in the main report and accompanying appendices.

1. Summary

This report provides an update on Quarter 2 activities for each service area: Health and Care; Children and Families; Economy, Infrastructure and Skills; and Corporate Services.

Significant progress has been made across the organisation during Quarter 2, however inflationary pressures across the organisation continue to have an impact on delivery. In addition, workforce capacity and recruitment, and demand challenges remain, particularly within Health and Care and Children and Families. There also continues to be areas of financial risk in Adult Social Care and Children and Families, with further details included within this report and its appendices.

The latest revenue forecast outturn shows a forecast overspend of £10.908m (1.9%), prior to additional funding for inflationary pressures being taken into account. Once this one-off funding is included and an allocation from the Inflation Reserve is assumed, the overspend reduces to £6.408m (1.1%). This is compared to an overspend of £3.643m reported at Quarter 1.

2. Health and Care

Delivery Performance Assessment	Finance Performance Assessment
AMBER	GREEN

3. Progress has been made during Quarter 2 to deliver the Health and Care elements of the Corporate Delivery Plan; however, there are ongoing challenges impacting on this, including rising adult social care demand, combined with recruitment and staff retention issues. Due to these challenges, alongside the implementation of significant national Adult Social Care Reform, the overall Delivery rating for Health and Care is Amber. The Finance rating is Green.



4. Adult Social Care (ASC) Reform, the Government's plan to implement the fair cost of care and the lifetime cap on care costs, remains a key risk for the council. Like all other local authorities, significant resource will be required to implement the necessary changes by April 2023 and there is a high risk that the cost of these national reforms will exceed funding available. Recruitment has now commenced to support the implementation, however national recruitment and retention difficulties remains a key issue.

5. Demand for adult social care assessments and safeguarding remains high, with the council continuing to prioritise individuals at the highest

risk. Additional permanent and temporary capacity has also been recruited to the safeguarding team to support with this work. In the context of this high demand, performance is below target for those service users receiving a 12-month review (78% in August 2022 against a target of 80%), with resource being diverted to deal with the level of demand. An action plan is in place to improve performance.

6. In addition, Care in the home continues to experience rising demand, combined with ongoing recruitment and retention issues faced by providers. However, to help address this a tender is out to increase market capacity in areas of high demand and recruitment has commenced for the enhanced home care service, which was approved at Cabinet in July 2022, with a further £2m agreed to be invested. This service will work flexibly, offering additional home care capacity to meet demand when necessary, and reablement for some people to increase their independence. Brokerage referrals (for helping individuals to arrange care) have also recorded a new high in Quarter 2 with 1,050 referrals in August 2022.
7. During Quarter 2, the council has been pursuing options for further use of digital and assistive technology. The Integrated Commissioning Service for Staffordshire and Stoke-on-Trent has been successful in its Year 1 bid application for up to £600,000 of funding to implement Digital Social Care Records management and Falls Detection technology in care settings. There is also a Three-Year application which has been submitted, which the service is awaiting the outcome of. This represents an exciting opportunity to implement digital solutions and realise the associated efficiencies within the Staffordshire Care Market.
8. As part of the Warmer Homes scheme, up to August 2022, 613 households had benefitted from 762 home installations, such as first-time gas central heating, air source heat pumps, solar panels or insulation measures to ensure houses are kept warm, and over 2,300 people had received wrap around services through 'Beat the Cold', which include eligibility testing, advice and signposting to further support including replacement boilers. Despite experiencing ongoing national supply chain issues, with high demand and material shortages impacting on the programme, Staffordshire met its target for the First Time Central Heating Installations scheme which ended in August 2022.
9. Households across all districts have benefited from the Warmer Homes scheme, with the highest take-up of installations in Stafford (143), East Staffordshire (119), Tamworth (118), and Cannock Chase (110). Cannock Chase and East Staffordshire are also the districts that have had the highest level of take-up of wrap around services, alongside South Staffordshire. The procurement process is now underway for the Sustainable Warmth Competition (SWC) which is the focus in 2022/23. This will enable the council to continue helping low-income households

to upgrade energy inefficient homes through the installation of insulation measures and replacement heating systems.

10. As part of the Supportive Communities programme, there are now 139 Community Champions in Burton and Newcastle, with plans to expand to Uttoxeter and Tamworth. In addition, there are also 16 dedicated Ukraine Champions to support families that have come to Staffordshire. A pilot project in Staffordshire Moorlands which links Supportive Communities to an approach that focuses on individuals' strengths and what they can do has also progressed well during Quarter 2. The pilot aims to increase accessibility to community resources for adult social care practitioners.

11. The Covid vaccination programme remains strong in Staffordshire with 87% of over-12s vaccinated with the first dose and 84% with the second dose, as of 26th September. Work is ongoing to identify specific areas and communities with lower uptake to encourage residents to come forward for a vaccination. Robust system-wide plans are also in place for the seasonal flu vaccination and the Covid booster rollout over the coming months.

12. In terms of Public Health and Prevention, new cases of monkeypox also continue to slow nationally and numbers remain very low in Staffordshire. Systems are in place for provision of pre- and post-exposure vaccination, where needed.

13. From a Finance perspective, Health and Care is forecast to have a breakeven position at Quarter 2, compared to a breakeven position at Quarter 1. 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.

14. Children and Families

Delivery Performance Assessment	Finance Performance Assessment
AMBER	RED

15. Progress has been made across the Children and Families service area in Quarter 2. The Amber Delivery rating reflects much work that has taken place during the quarter, balanced with managing challenges in relation to increasing demand, workforce capacity and recruitment issues, as well as market availability of children in care placements. The Red Finance rating also reflects significant cost pressures impacted by these issues, as well as rising demand for SEND support.



16. Staffordshire continues to experience pressures relating to the increasing cost, number and complexity of Child Protection and Children in Care, as well as challenges associated with the embedding of a large-scale Children's Transformation. In response to this, several new programmes of work have been established, which will be overseen by a Programme Board, focussing on children's workforce, ways of working, development of a communications strategy and Children in Care planning. In addition, detailed progress against its plans will be reported back to Cabinet during the next quarter.
17. At the 31st August 2022, there were 1,331 children in care in Staffordshire, which represents an increase compared to the Quarter 1 position (1,315). The rate is 78 per 10,000 which is higher than the most recent national benchmark (67 per 10,000 - March 2021) but lower than the regional benchmark (85 per 10,000 - March 2021). There has also been a continued increase in the number of children subject of a Child Protection Plan, with 725 children subject of a plan in August 2022 (a rate of 42.3 compared with 41.4 nationally and 42.6 regionally).
18. The number of Education, Health and Care Plans (EHCP) issued in time (within 20 weeks) in Staffordshire remains low, with some improvement reported in quarter. In August 2022, 41% of EHCPs were issued in time, compared to the most recent national benchmark of 58% (from 2021/22). The overall 12-month position is at 46%. Although there are seven new key workers in post, demand for Special Educational Needs and Disabilities (SEND) support continues to rise, with a notable increase in those with reported Social, Emotional and Mental Health (SEMH) needs.
19. In response to these challenges, work is ongoing to improve outcomes for children & young people, through the delivery of the council's SEND Strategy and Accelerated Progress Plan (APP). Much work has been underway to progress activities within the APP, which were reviewed by OFSTED at the end of September. The council has also secured additional temporary Educational Psychologist capacity to improve the timeliness of issuing EHCPs, as well as revising its Quality Assurance processes and checks to further improve the quality of these plans. The formal virtual launch of the SEND Countywide Review of Specialist Provision Project is also scheduled to take place with early engagement of education settings, parents, carers and children and young people from October.
20. As of Quarter 1 (latest data available), Staffordshire achieved successful outcomes for 419 families through the Building Resilient Families and Communities Programme since April 2022, which accounts for 53% of the annual target. From October 2022 there are new criteria to identify eligible families with an expanded range of needs who can be included in the programme. Work is taking place to produce additional information requested by the Department of Levelling Up, Housing and Communities

to demonstrate how the programme is performing locally to contribute to the decision on whether Staffordshire maintains its Earned Autonomy status. A decision is due in January 2023.

21. To date approximately 52,000 people (including children, families and pensioners) have benefitted from £5.5m worth of help this summer through the Household Support Fund allocation given to Staffordshire. This latest allocation from the Department of Work and Pensions (DWP) was distributed to households most in need of support to put towards the cost of food, energy, and water. The council has provided support to 27,000 children and young people entitled to free school meals, 22,000 pensioners benefitting from Local Council Tax Reduction, 650 care leavers and 260 families accessing support from Children's Services, and around 2,000 financial vulnerable households have had support with energy bills. Having recently received confirmation that the Household Support Fund has been extended to March 2023, with an allocation of £11.013m for 2022/23, plans are being developed to ensure those most in need will benefit from financial assistance.

22. The Holiday Activities and Food (HAF) Programme ran over the summer holidays and offered children free activities and a healthy meal on site to help with the cost of food over the holidays. There were almost 47,000 places available and as of the end of September the council had received returns from 34 providers, showing a 65% attendance rate (30,551 places taken from an offer of 46,783 places). This included 2,769 primary children and 905 secondary children, of which 625 were children with SEND and 215 were either from the Ukraine, in the care of the authority, a young carer or living in a hostel. The total number who benefitted from the programme will be reported in Quarter 3.

23. As part of the 'Homes for Ukraine' scheme, the council and its partners continue to work hard to ensure everything is in place to support refugees from Ukraine when they are here. As of 13th September, there were 405 Staffordshire sponsors who had agreed to accommodate a total of 986 Ukrainian refugees. Of this number, 672 have now arrived in Staffordshire. Some guests are now approaching six months since their arrival, and the council is working with district and borough councils on next steps for these guests – either to remain with sponsors or transition to a more independent life in the local community. The council and its partners are also pressing the Government for further information about how it will operate for the rest of the year, to inform a longer-term approach to the programme.

24. Two new schools were opened in Staffordshire in September 2022, with pupils now attending. The schools are Bramshall Meadows First School in Uttoxeter and Fradley Park Primary School in Lichfield. Work has also begun onsite for the construction of a new primary school at Deanslade in Lichfield for opening in September 2023.

25. In terms of the financial position at Quarter 2 for Children & Families, taking into account a one-off funding allocation, there is a forecast overspend of £5.8m, compared to an overspend of £3.643m at Quarter 1. This is largely due to higher than forecast placements of children in the authority's care and the service is taking mitigating actions to address these pressures as far as possible.

26. Economy, Infrastructure and Skills

Delivery Performance Assessment	Finance Performance Assessment
AMBER	GREEN

27. Economy, Infrastructure and Skills is currently on track in terms of Finance in Quarter 2, however like other service areas the Amber Delivery rating reflects challenges faced across several service areas, particularly in relation to inflationary pressures impacting on current progress and representing a potential risk to future planned projects.



28. Inflationary pressures are particularly being experienced in terms of Highways and Transport. The council is continuing to work with suppliers to ensure visibility of information to understand and mitigate inflationary risk on planned projects and operations.

29. The future delivery model for Highways across Staffordshire from 2024 was agreed in principle at Cabinet on 20th July. It is hoped the new operating model (Hybrid Mixed Economy) will support the council's vision to deliver an excellent customer experience and improve the quality of Staffordshire's roads.

30. Work to deliver the council's extra in year £15m investment programme in the highway service is on track, including a range of pilots and 8 new targeted structural maintenance schemes with the first one (Station Road in Rolleston-on-Dove) starting on site in September. The schemes are all part of the council's investment in gateways to major towns in the county and are due to take place throughout the next year. The Highways Transformation Programme is also on track and delivering, whilst maintaining business continuity.

31. The council continues to support local businesses to survive, adapt and continue to operate as part of delivering its £6m Staffordshire Means Back to Business Support Scheme. As part of this scheme, the Staffordshire Apprentice 500 initiative launched in April 2021 to provide incentives to small and non-levy employers to provide apprenticeships to Staffordshire's young unemployed residents. Between the launch and August 2022, 409 apprentices have been approved. Almost 90

apprentices from across Staffordshire and Stoke-on-Trent were also recognised at the seventh Staffordshire Apprenticeship Graduation Ceremony, attended by just under 400 people, at the Staffordshire County Showground at the end of June.

32.The Get Started scheme which launched in November 2021 gives participants extra confidence to launch or continue with their enterprise with the backing of free expert professional support. The scheme is proving to be extremely popular with 256 expressions of interest received by the end of August 2022, of which 66 applications have been approved. A new 'Step Up' programme is due to start in October for young businesses of 2 to 5 years, to support them with consultancy services worth up to £1,000.

33.The council's Ignite Programme was launched in 2021; it is a programme of free advice, workshops, mentoring and support for post-16 further education students looking to set up their own business in Staffordshire. By the end of June 2022, targets for the 2021/22 academic year had been exceeded with around 5,500 students receiving lesson plans; 480 registered on the online learning platform; and 282 registered for the face-to-face intensive 5-day course.

34.The Shire Hall Business Centre in Stafford's Market Square opened in July and became operational from October. A total of £1.6m was allocated to the project from the national Getting Building Fund, in addition both the council and Stafford Borough Council have also invested in the centre. Bringing part of the Shire Hall back into productive use will help revitalise Stafford town centre by bringing in new businesses and will form part of the wider long-term regeneration of the Shire Hall.

35.In terms of key Transport updates, the council has recently been awarded funds to help with the production of a new Local Transport Plan. This will set out the council's proposals for transport provision in the county, including walking, cycling, public transport, car-based travel, and freight, together with the management and maintenance of local roads and footways. There was also a huge effort to ensure home to school transport arrangements were delivered ahead of the start of the school term in September.

36.A national programme to boost adult numeracy skills leading to better job prospects and improved day-to-day living will launch in Staffordshire this autumn. The council has been allocated £4.2m by the Government as part of the £570m Multiply scheme. It is a three-year fully funded programme, giving people the opportunity to learn when and where they want. It will be accessed through a new digital numeracy platform and local courses.

37.Over the last quarter Project Gigabit has continued, which is the £123m

Department for Digital, Culture, Media & Sport (DCMS) investment to enable premises that are not commercially viable to get 1,000Mbs connectivity. National procurement delays have impacted on delivery in Staffordshire during Quarter 2, however other solutions are being explored with opportunities being taken forward for new voucher schemes to be deployed with alternative networks (alt nets) following the success of the current voucher scheme, which is looking to connect over 1,000 premises in local communities. Work is also taking place locally to provide additional mapping analysis and local knowledge to help with the identification of other premises and areas, that are not currently covered by providers' current plans, to potentially be connected.

38.The 'Zero by nature' consultancy report is expected in October to inform the council's future climate change activity. Work is also ongoing to refresh the annual Climate Change Action Plan which identifies the priorities and actions for the year ahead. This will help the council to play its part in the global effort to reduce the impact of climate change and meet its net carbon zero target by 2050. This and the Climate Change Annual Report are due to go to Cabinet in November 2022.

39.The Climate Action Fund opened for the third time in July after supporting 217 projects to combat climate change to date. The deadline for Climate Action Fund Phase 1 was the 30th September 2022, with 36 applications received totalling c.£35,000 worth of potential funding to Community groups within Staffordshire.

40.The Trading Standards team continues to support businesses through safeguarding and compliance advice. During June and August 2022, the team fitted their 100th call blocker ensuring that scam calls do not reach vulnerable people, with over 600 calls blocked in August.

41.The 'Libraries and Arts' service have successfully delivered the Summer Reading Challenge with more than 8,000 children from across Staffordshire having taken part by the end of August, exceeding targets. Start Up hubs have also been established in all 16 Staffordshire County Council libraries in the summer, with take-up to be reported next quarter.

42.Inflationary pressures have impacted on the financial aspect of the Staffordshire History Centre development, in terms of the rising costs of construction materials. However, this is being addressed and positive progress has also been made during Quarter 2 with successful recruitment for the centre, including volunteers.

43.A communications campaign is underway to signpost residents, staff and businesses to the range of support available in Staffordshire to help tackle the current cost of living pressures. The 'Here to Help' campaign launched in early October to make sure people are aware of the support

and advice available, focussed on areas such as money and bills, food and essentials, staying warm and helping others.

44.The financial position at Quarter 2 for Economy, Infrastructure and Skills is a forecast saving of £61,000, compared to a breakeven position at Quarter 1. This is following an allocation of one-off funding for inflationary pressures materialising in highways and transport.

45. **Corporate Services**

Delivery Performance Assessment	Finance Performance Assessment
GREEN	GREEN

46. Corporate Services is currently on track in terms of both Delivery and Finance in Quarter 2 and continues to provide vital support to the organisation in delivering on its priorities. Whilst the overall GREEN performance ratings reflect a great deal of activity that has taken place to progress its plans, like other service areas it continues to manage ongoing challenges regarding workforce capacity and recruitment, as well as being subject to similar inflationary pressures impacting on areas of business, such as ICT and parts of the property programme.



47. During 2022/23, the council aims to raise £8m through the sale of unused land and buildings to fund transformation of services and activity, in line with new Government regulation. By the end of August 2022, the council was progressing sales with six surplus sites and remains on target to deliver this.

48. In addition, work on the council's property programme is progressing well. This has included the repurposing of the Chesterton Vision Centre, including staff moving from Brackenberry, with the service operational from the end of August. Bilbrook House in South Staffordshire site sale has been agreed and Shire Hall Stafford was handed over to the Enterprise Team in July and became operational from early October. The c.£8m schools maintenance programme which comprises of over 100 projects remains on track to be delivered during this financial year.

49. The council continues to review and develop its digital approach across all areas of the organisation. Work has continued to refresh the council's priorities for 2022/23, ensuring they align with the new Corporate Delivery Plan. Good progress has been made across multiple existing priorities, such as establishing a Robotic Process Automation (RPA) pilot to automate a range of different processes to free up capacity for added-value activities. Work also continues with district and borough councils to progress the "Single Customer Front Door" project across

Staffordshire, with a Target Operating Model currently in development. The Digital Champions network was also re-launched in September following an organisation-wide 'recruitment' drive.

50. The new VCSE Capacity Building Framework went live on 1st August and will focus on supporting the local voluntary sector, working alongside communities to promote health and wellbeing, and working with young people and the community groups that support them. Twelve-month delivery plans have been agreed and in place between all partners and the first round of contract review groups will take place in October. The final quarter of the previous arrangements (between April – July 2022) saw 191 organisations provided with one-to-one development support, VCSE groups supported to access c.£1.5m of external funding, 61 VCSE representatives accessing free training places, and 51 individuals supported to access local volunteering opportunities.

51. The council's new Community Fund opened on the 19th April and to date 54 projects have been supported, including 23 jubilee projects. The total value for projects so far (including the requests from members) is £426,000 – this total represents a current matched value of £2.80 raised by communities for every £1 requested from the fund. The total budget for the fund is £156,000 and will continue taking new applications until 31 October 2022.

52. Throughout the quarter there has been significant work around promoting the Staffordshire story and place brand as part of 'We are Staffordshire'. This has included celebrating Staffordshire's involvement with the Commonwealth Games, supporting a tourism campaign/competition to 'play in Staffordshire' over summer, with over 250 entries received, and developing a 2022-26 strategy for approval at the October Place Board. There are now over 150 Ambassadors registered and a successful Ambassador event held at the 'World of Wedgwood' in July attracted over 60 Staffordshire businesses.

53. Earlier this year the Local Government Boundary Commission initiated an Electoral Review of Staffordshire, due to the council's changing population and the length of time since the last review. As part of the review the council is required to submit a Council Size proposal to the Boundary Commission in November. The council is set to propose that it should retain its current number of 62 councillors, as well as requesting that the review seeks to achieve single member electoral divisions. The proposal will be considered by Full Council in October. An in-principal decision on councillor numbers is expected to be announced by the Boundary Commission in January 2023. At which point, a 12-week consultation on future division arrangements will begin. The review is expected to be completed in late 2023, with new divisions in place for the 2025 elections.

54. Work is ongoing to deliver the council's current internal people strategy, including the launch of a new green lease car scheme in July, with the environmental advantage of being focused on electric and hybrid cars. The council has also partnered with CIPD, the professional body for HR and people development, to use its People Impact Tool during September to help shape the council's new People Strategy.

55. There is continued focus on staff absence levels across the council to help teams improve their days lost to sickness. The People Services team have taken a deeper dive into absence to establish short, medium, and longer-term approaches that will be proposed to Senior and Wider Leadership Teams. The People Operations team are working directly with the refreshed list of top 30% locations with the highest days lost to understand the root causes for absence and proactively support them with short- and medium-term actions. Additionally, weekly absence reports are now being emailed to all line managers to facilitate best practice absence management.

56. As at August 2022, total absence has increased to 13.05 days lost per employee, compared to 9.94 at the same point last year. Currently long-term absence is at 8.93 days lost per employee, compared to 7.37 at the same point last year. Short-term absence is at 4.12 days lost per employee, compared to 2.57 last year. Absences relating to diagnosed/suspected COVID-19 account for 1.25 days lost per employee, similar to last year at 1.24. With COVID-19 related absences excluded, total absence levels are now higher at 11.8 days lost per employee, compared with a pre-COVID position of 11.68 in Feb 2020. Employees who have had no absence is at 46.9% of the workforce and 22.2% have had less than 5 days absence.

57. Corporate Services is forecast to have a saving of £0.181m at Quarter 2, compared to a breakeven position at Quarter 1. There is potential for some additional income from Registrars due to the higher number of weddings that are being booked following the lifting of all COVID restrictions.

58. Legal Implications

There are no legal implications of note in relation to this report, which is for information and discussion, not for decision.

59. Resource and Value for Money Implications

Please see Finance Appendices.

60. Climate Change Implications

There are no direct climate change implications of note.

List of Appendices:

- Appendix 1 - Performance Dashboard
- Appendix 2 - Finance Quarter 2 Summary
- Appendix 3 - Finance Quarter 2 Detailed Report
- Appendix 4 - Corporate Checklist
- Appendix 5 - Revenue Forecast Outturn 2022/23
- Appendix 6 - Capital Forecast Outturn 2022/23
- Appendix 7 - Financial Health Indicators 2022/23
- Appendix 8 - Prudential Indicators

Contact Details

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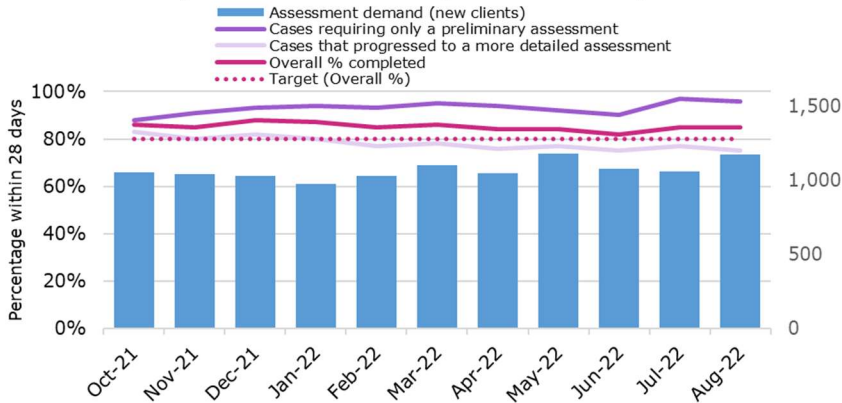
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Health & Care Dashboard

Adult Social Care and Safeguarding

% of Care Act assessments of new clients completed in 28 days and number of requests received per month



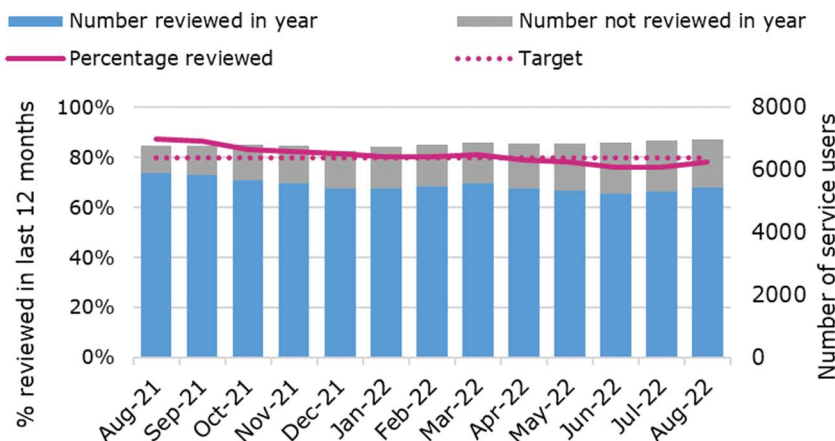
Demand for assessments remains high. Where they are not completed in 28 days, this is usually because they are more complex. The council tracks these individually to ensure that progress is being made to determine appropriate care and support arrangements and that any risks are being mitigated.

There were 1,080 safeguarding contacts 'open' in mid-September, which remains high, although additional permanent and temporary capacity has been recruited which has helped reduce this from a peak of 1,589 in mid-August. Also, all contacts are assessed to ensure that the highest risk cases are prioritised immediately.

% of safeguarding referrals assessed within 2 and 5 working days, and number of requests received per month



Overall % and number of people who have been receiving services for 12 months or over, who have had a review in the previous 12 months

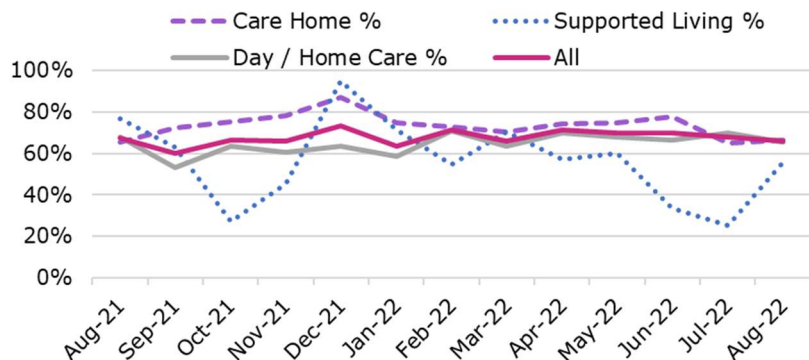


In the context of high demand, performance is being impacted in this area. Where people have not been reviewed within 12 months this may be because they were unavailable (for example in hospital) or because of insufficient capacity. Additional social care capacity is being sought to increase completion rates.

Health & Care Dashboard

Care Commissioning

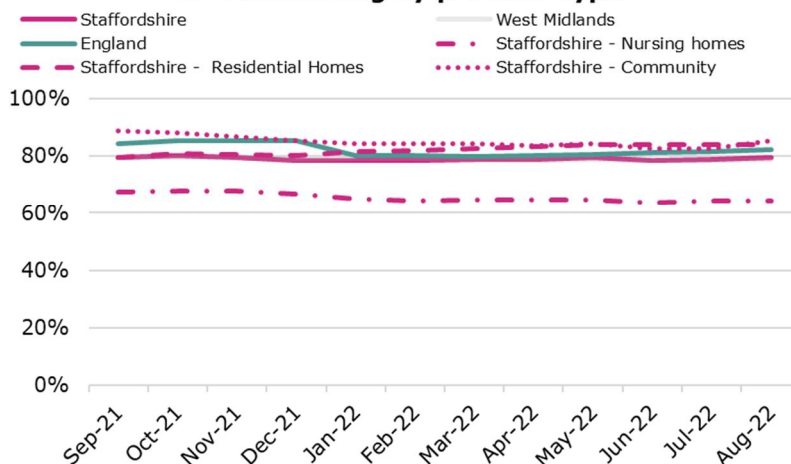
% of brokerage sourced within agreed timescale by service type



Brokerage referral pressures continue with a new high recorded in August 2022 (1,050), leading to a slight reduction in timeliness of sourcing.

Source: SCC

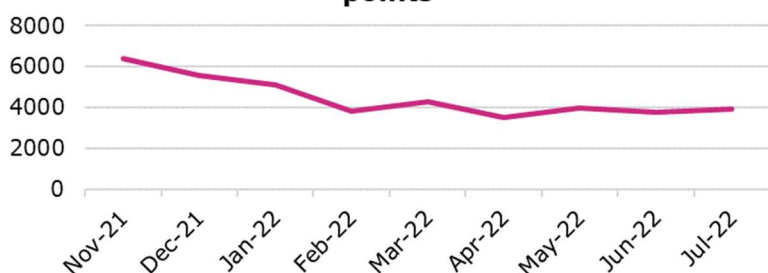
% of care providers with CQC ratings of Good or Outstanding by provider type



Source: SCC and Care Quality Commission

Public Health and Prevention

Number of people who have accessed resources promoting independent living and community support, including SCC digital resources and community help points



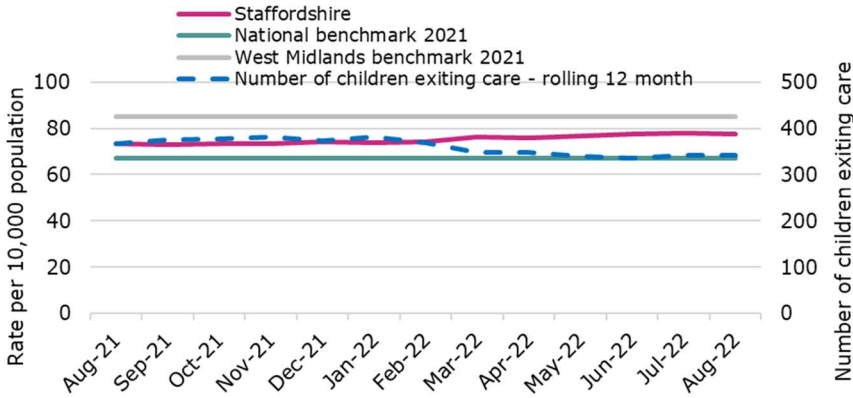
Of the 3,909 people who accessed resources in July 2022, 72% (2,815) were unique views of SCC adult social care webpages, 28% (1,076) were unique views of Staffordshire Connects adults homepage and 0.5% (18) were referred to Community Help Points.

n.b. There are limitations with this data; the actual number accessing digital resources is likely to be higher, as the chart only shows those users that have accepted the website analytics.

Children & Families Dashboard

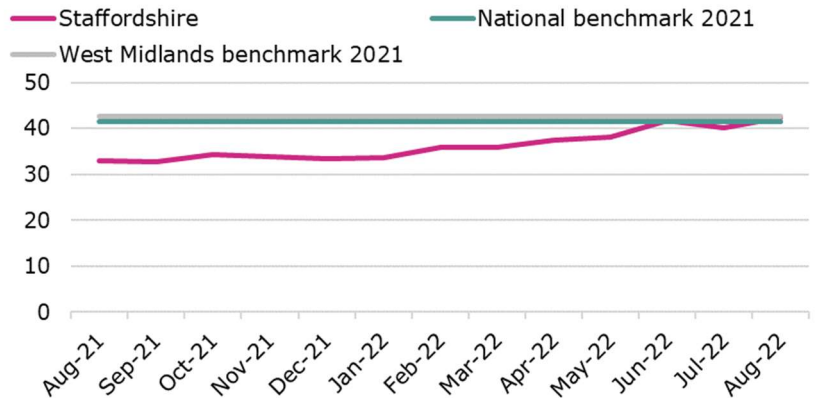
Safeguarding

Rate of children in care (rate per 10,000 population) and number of children exiting care



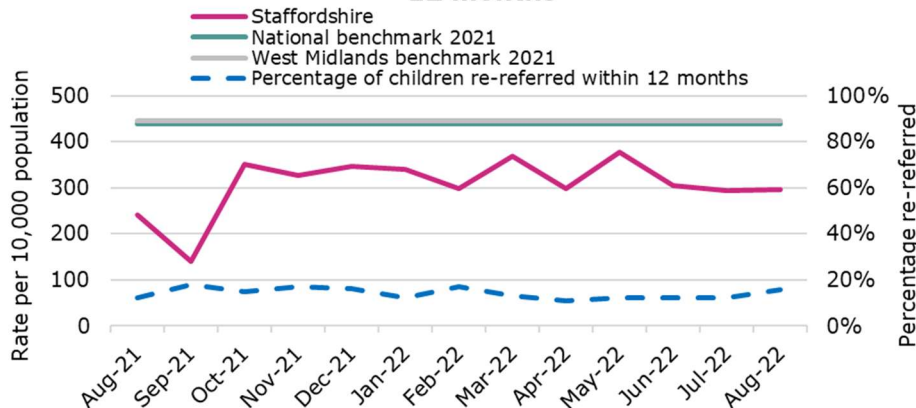
Staffordshire continues to experience pressures relating to the increasing cost, number and complexity of Children in Care. New programmes of work are being established and monitored to support post children's transformation activity.

Rate of children subject of a Child Protection Plan (per 10,000 population)



Similarly, there is an increasing number of children subject of a Child Protection Plan, with the highest number of 725 recorded in August 2022. Of those children subject of a CPP, 19% have been subject of a plan more than once.

Rate of children referred, rolling 12 month average (per 10,000 population), and % re-referred within 12 months

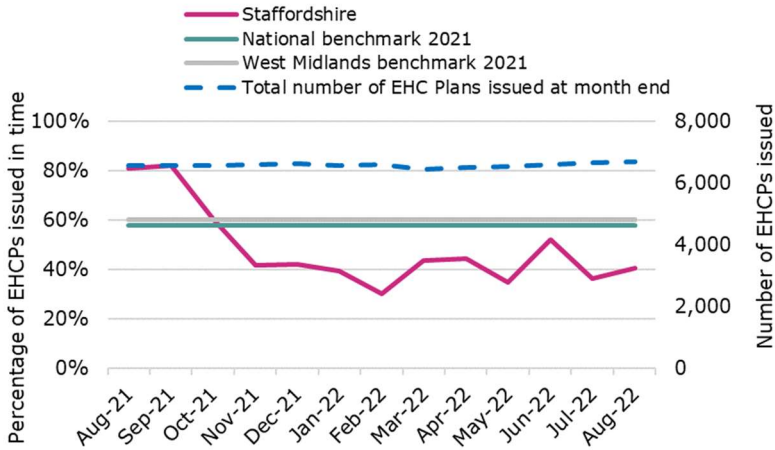


Source: SCC and Local Authority Interactive Tool (LAIT)

Children & Families Dashboard

Special Educational Needs and Disabilities

% of Education, Health and Care Plans issued in time, and cumulative number issued



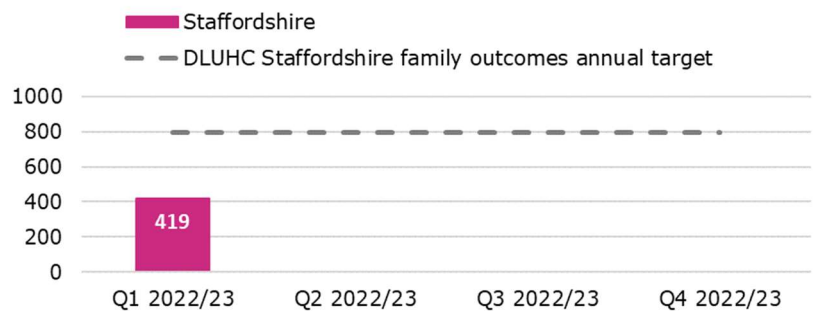
Demand, for Education, Health and Care Plans (EHCPs) continues to increase, with a notable rise in those with reported Social, Emotional and Mental Health (SEMH) needs. To mitigate this additional resource has been secured and delivery of the SEND Accelerated Progress Plan continues, with progress reviewed by OFSTED.

Source: SCC and Local Authority Interactive Tool (LAIT)

Supporting Families

Staffordshire achieved 53% of the annual target in Quarter 1, and is therefore ahead of target for the year. Performance in this area is a key factor in retaining Earned Autonomy status.

Supporting Families Programme - Reported successful family outcomes in 2022/23

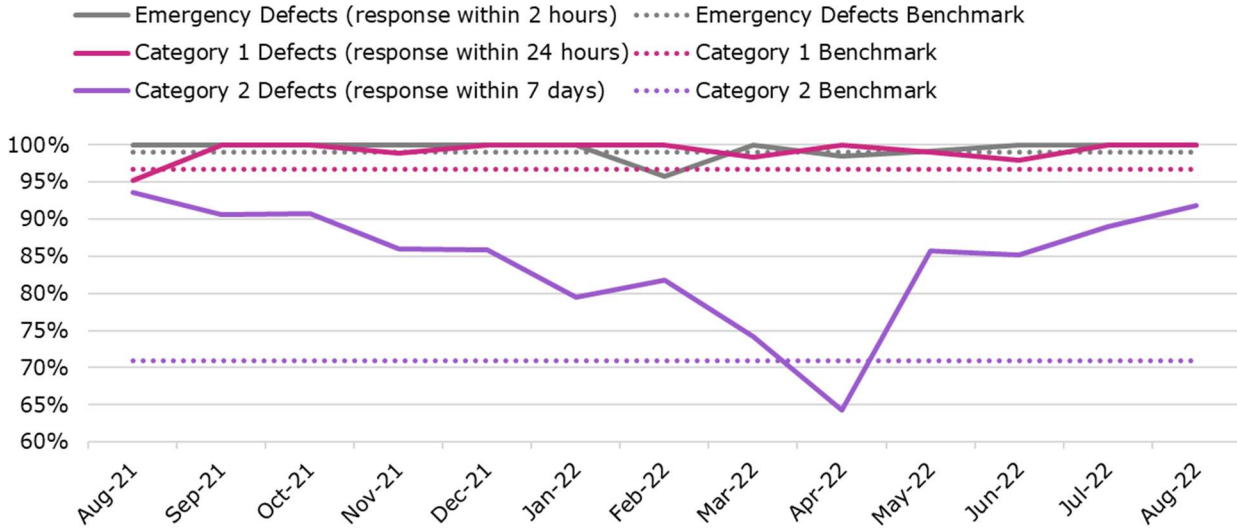


Source: SCC and Department for Levelling up, Housing and Communities

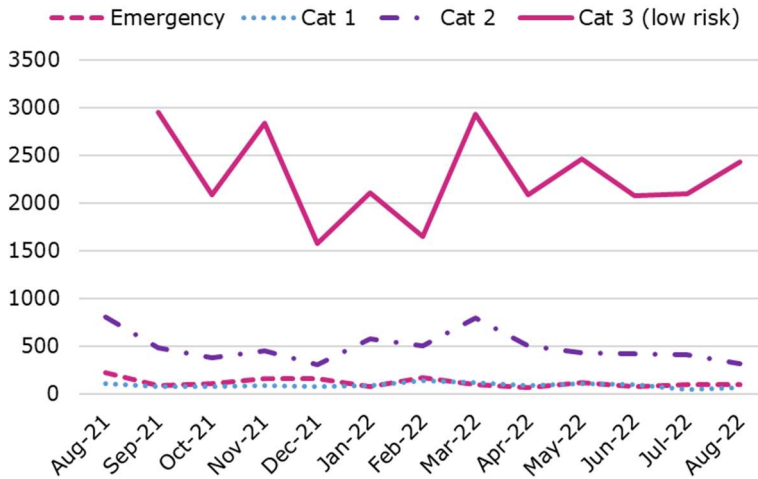
Economy, Infrastructure & Skills Dashboard

Highways

% of Emergency, Category 1 and Category 2 defects repaired in time



Total number of safety defects identified



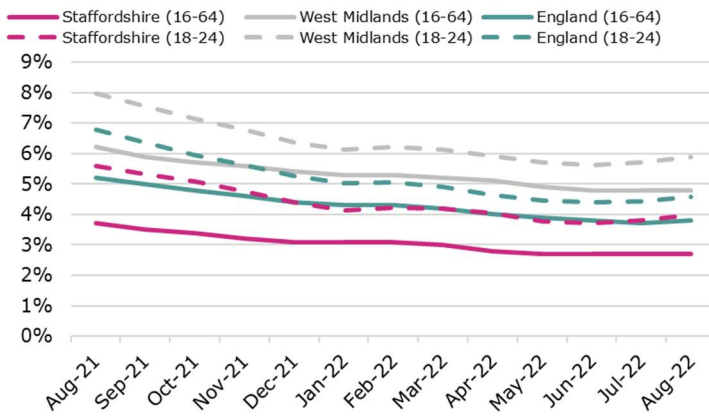
This demand includes defects across all SCC assets.

Source: Amey, Confirm.

Economy, Infrastructure & Skills Dashboard

Employment and Business

Claimant Count rate by age

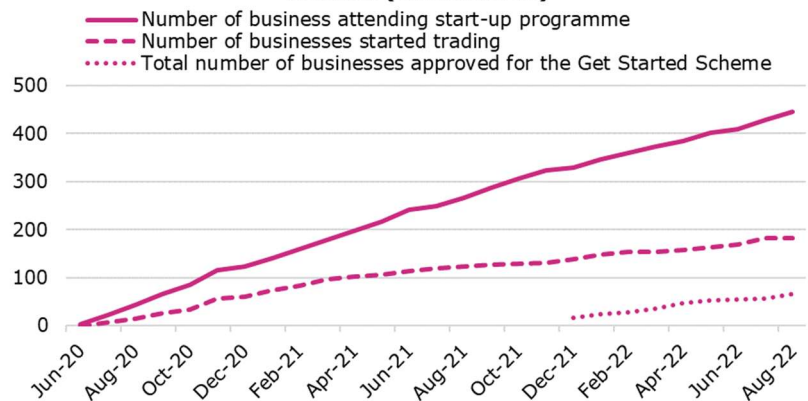


As of August 2022, there were 14,445 claimants in Staffordshire; a decrease of 125 claimants compared with the figures reported in Quarter 1 (May 2022). Staffordshire Moorlands records the lowest rate (1.8%), and Tamworth records the highest at 3.5%, which is still below the national position.

Source: Office for National Statistics

The top two sectors for businesses attending the start-up programme are 'Retail' and 'Services'.

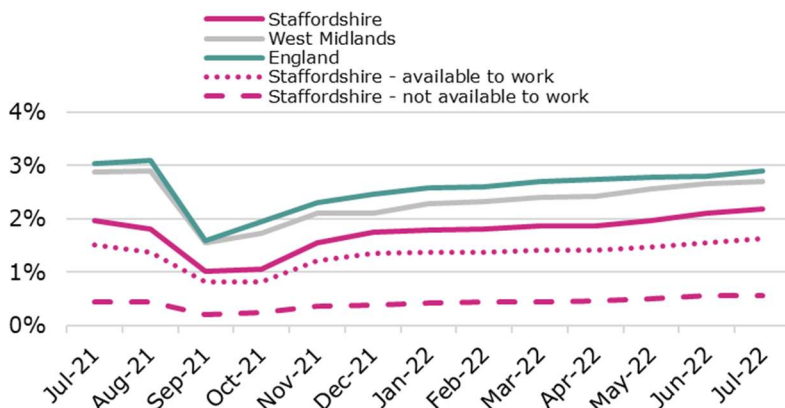
Number of business start-ups assisted by the council (cumulative)



Source: SCC

Skills

% 16-17 year olds not in education, employment or training (NEET) by NEET economic activity level



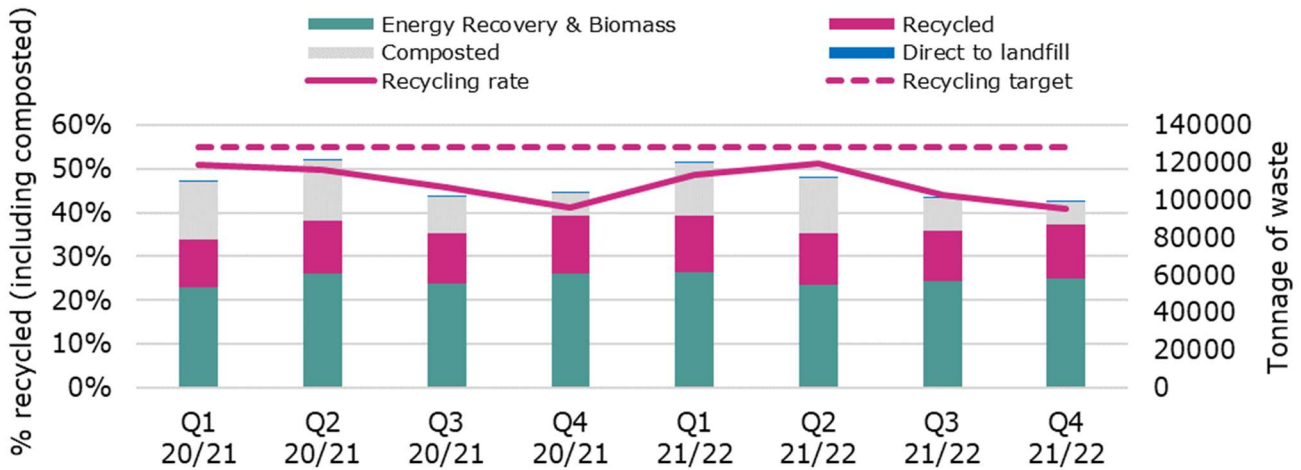
It is usual for there to be an increase in NEETs from September as young people leave school on 31 August and are then tracked.

Source: National Client Caseload Information System

Economy, Infrastructure & Skills Dashboard

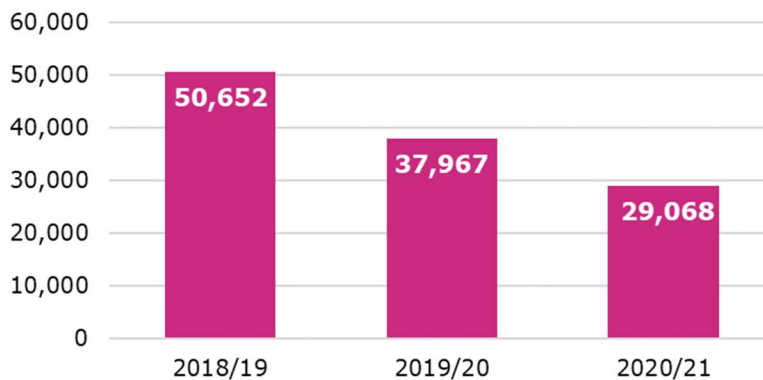
Climate Change and Waste

% of waste recycled and tonnage of waste disposed of by method



The recycling rate dipped in Quarter 4 2021/22 (latest available data); this represents a usual dip experienced in Autumn/Winter as a result of the disposal of less green waste (in line with Quarters 3 and 4 20/21). Staffordshire continues to send minimal waste directly to landfill.

Staffordshire County Council's carbon emissions - Tonnes of carbon (tCO₂e)



The 23% reduction in the council's carbon footprint in 2020/21, compared with 2019/20, can be accounted for by some residual electricity demand transferring to the green energy tariff, a reduction in staff travel (which is still affected by the pandemic) and a change in the calculation to better reflect the council's waste operation.

Source: SCC

Corporate Services Dashboard

Finance

Revenue outturn forecast variance compared to the overall budget (target no more than +/- 2%)

Quarter 1, 22/23	Quarter 2, 22/23
0.61% (£4m overspend)	1.1% (£6.408m overspend)

Although a 1.1% overspend is acceptable as it is within the 2% target, there is a £6.408m overspend, which would be £10.908m (1.9%) without the one-off funding allocation which has been awarded.

Staff Sickness Absence

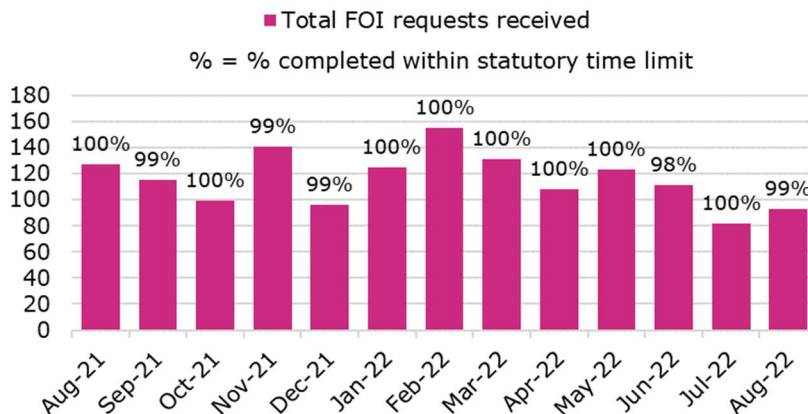
Average payroll days lost per employee



There is a continued focus on staff absence levels to help teams improve their days lost to sickness, including working with those service areas experiencing the highest absence levels and promoting best practice absence management.

Freedom of Information

Number of FOI requests and % completed within statutory time limit



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 2 forecast information.

The latest revenue forecast outturn shows an overspend of £10.908m (1.9%). Following the allocation of one-off funding this reduces to an overspend of £6.408m (1.1%). Inflationary pressures are forecast to be in the region of £50-70m in the current and future years and the situation is being monitored carefully.

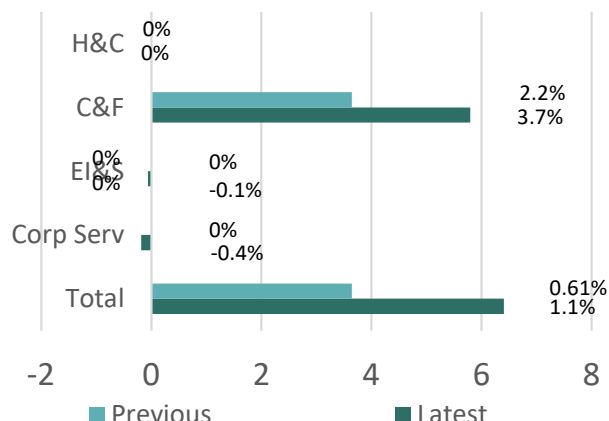
There is a forecast overspend of £5.8m for Children’s Services, following an allocation of £8.5m of one-off funding. This is a highly complex and volatile service and costs depend on the type of placements provided. The service is taking mitigating actions to address these pressures as far as possible.

Savings are categorised into confidence of delivery. There are £0.686m savings that are delivered as at quarter 2. There are £1.095m savings classed as Low confidence which relate to accommodation based savings in Adult Social Care.

The latest capital outturn projection is £128.8m, compared to the quarter 1 position of £133.2m, an decrease of 3.3%. This projection is a fully funded position. This increase is mainly due to Basic Needs and SEND funding being rephased and the utilisation of Section 106 funding. There has been an increase on Highways schemes, mainly due the inclusion of a provision for inflationary pressures.

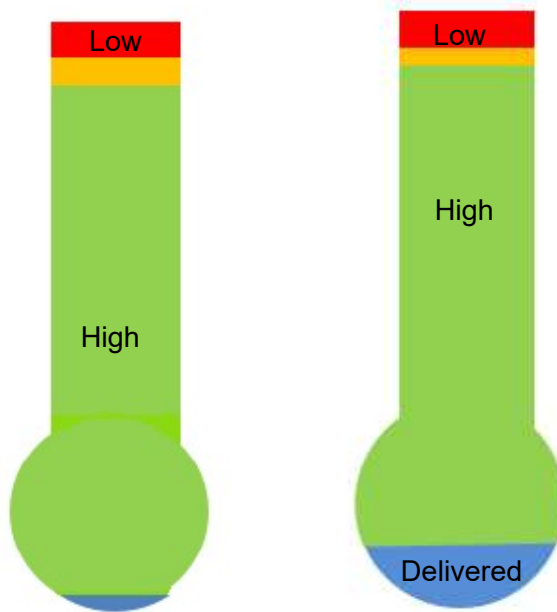
Within the national context, the latest consumer price index is 9.9%. Interest rates have increased to 1.75% making them the highest level in 11 years. GDP is estimated to have increased by 0.2% in July 2022, following a decrease of 0.6% in June. Current unemployment figures show Staffordshire benefit claimant rate remains below that of the West Midlands and Great Britain.

Revenue Budget Variance



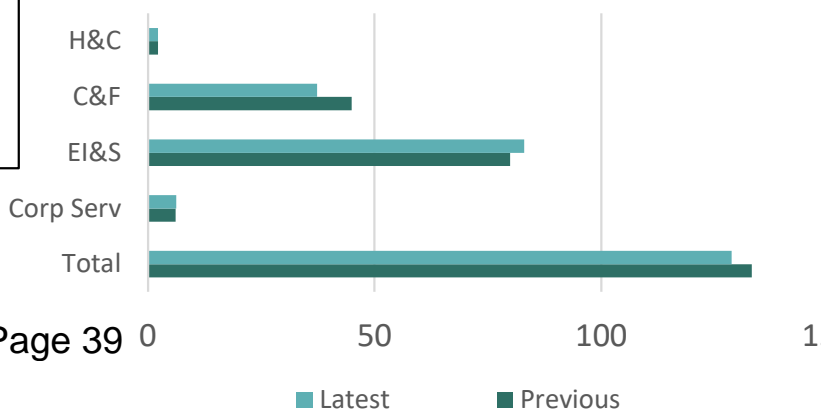
Savings Tracker – Target £16.788m

Quarter 1 - £16.788m Quarter 2 - £16.788m



Savings Rating Key – Blue – Delivered - savings completed in year
 Green – High confidence – Expectation saving will be delivered in year
 Amber – Medium confidence – work still to be done to achieve saving
 Red – Low confidence – expectation that saving will not be made in year

Capital Programme



Appendix 3 – Quarter 2 Finance Report

Introduction

Revenue Forecast

1. The latest revenue forecast outturn (as provided in appendix 5) shows a forecast overspend of £10.908m (1.9%), prior to additional funding for inflationary pressures being taken into account. Once this one-off funding is included and an allocation from the Inflation Reserve is assumed, the overspend reduces to £6.408m (1.1%). This is compared to an overspend of £3.643m reported at quarter 1.
2. The one-off funding allocated from the inflation reserve amounts to £4.5m. There is £4m remaining in the Contingency budget and it would be prudent to retain this against the anticipated cost of the pay award for the current year. The current forecast of inflationary pressures for the current and future years is between £50m and £70m. These are being monitored closely and will be updated in future quarterly reports, however the need for one-off resources to fund these pressures remains.
3. The following paragraphs consider the key financial issues in each of the council's portfolios.
4. **Health and Care** **Forecast – Breakeven**
5. *Public Health and Prevention* *Forecast – Breakeven*
6. There appears to be renewed interest in the Public Health ringfenced grant, and we will review expenditure to ensure it is consistent with grant conditions. We are holding a contingency against the risk that Public Health ringfenced grant is reduced in future years.
7. *Adults Social Care & Safeguarding* *Forecast - Breakeven*
8. There are a number of vacancies in the Adults Learning Disability Team (ALDT) which has led to a forecast saving of £0.699m. The vacancies will be filled during the year to ensure adequate capacity to complete assessments and reviews in a timely way. There is a forecast overspend of £0.155m for the Section 75 contract with the Midlands Partnership NHS Foundation Trust (MPFT) due to the in-year NHS pay award being slightly higher than budgeted.

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Other variances amount to a forecast saving of £0.267m. It is proposed that the overall saving of £0.811m is transferred to reserves as identified below.

9. The Learning Disability In-House Services are forecast to save £0.599m. This is largely due to vacancies being held in the residential services during the restructure. There is also a forecast underspend of £1.321m for the new Enhanced Homecare Service as this will take time to build up to full capacity. It is proposed that the total forecast saving of £1.920m is transferred to the reserves as identified below.
10. *Care Commissioning* *Forecast - Breakeven*
11. The Older Peoples service is now forecast to underspend by £5.897m compared to the breakeven position previously reported. This is in part due to ongoing careful management of demand and prices.
12. Residential and nursing placements have increased during the first months of the year, but demand has not increased by the levels budgeted for in the MTFS. Further growth in placements has been assumed for the remainder of the year, but despite this, there is a forecast underspend of £3.461m for placements. The Block Booked Beds saving is unlikely to be delivered in full this financial year. However, additional block booked beds are being commissioned and existing capacity is monitored carefully in order to ensure effective utilisation.
13. Additional growth was built into the budget from 2022/23 for homecare for older people, recognising an increasing level of demand. However, challenges with recruitment and retention have limited provider capacity. This has resulted in a forecast underspend of £4.130m. Efforts to increase capacity continue and the backlog of home care is reducing, but there remains £1.506m worth of homecare unprovided and this is budgeted for in future MTFS years.
14. The lower than planned demand from older people and care types has resulted in a shortfall of £1.291m in income for client contributions. Other variances in the Older People's expenditure result in a forecast pressure of £0.403m.
15. The Physical Disabilities service is forecasting an overspend of £0.766m. This is mainly due to rising costs and numbers of long term residential and nursing

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placements. The pressure has been partially offset by additional income from client contributions.

16. The Learning Disability service is forecast to save £0.978m. There is a risk that the Reviews Programme MTFs savings will not be delivered in full, and that NHS income could reduce. There also remains a risk that the demographic growth and care price increases could exceed the budget, and these will be monitored as we move through the year.
17. The Mental Health service is forecast to overspend by £0.518m due to a growth in nursing and residential placements as well as an increase in the number of people receiving a direct payment. The placement budget was increased in recognition of the growth in placement cost over the last two years, but there remains a risk of further increases in referrals following the Covid 19 pandemic.
18. The Carers service is forecast to save £0.434m, the Advocacy service £0.188m and the Prisoners service by £0.279m, all due to lower than assumed activity. These are partially offset by additional temporary commissioning costs of £0.110m.
19. Other variances amount to a forecast saving of £1.384m. It is proposed that the total net saving of £7.756m is transferred to reserves as identified below.
20. Estimating the future demand for care is even more difficult than usual due to the impact of Covid. The frailty of the older population has increased, and more people appear to have mental health problems. Demand for assessments is up by 20% of pre-pandemic levels and despite strong demand management some of this will inevitably translate into increased numbers of people receiving care.
21. In addition, inflation has significantly increased care providers' costs and these are increasingly reflected in the prices offered to the Council. There has also been an increase in their recurrent costs because of the Covid 19 pandemic. Given these pressures, it is recommended that £5m be added to the Corporate Inflation Reserve.
22. **Adult Social Care Reform**
23. Work is ongoing to understand the estimated financial impact on the Council. The reforms pose significant financial risks to the Council and would have a

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huge impact on other internal services, which would in turn, impact the NHS. The sector is continuing lobbying efforts to request that the Government either fully funds the reforms or delays implementation whilst learning from the trailblazers is shared and the implications fully understood.

24. Furthermore, the sector faces a huge challenge to recruit the staffing required to implement the reforms within the timeframes set out in the guidance. In an effort to mitigate the risk, it is recommended that the Council commences recruitment for the additional post immediately, rather than wait for confirmation of the additional Central Government funding, which is expected in December 2022. Recruiting at this stage (ahead of the funding announcement) poses a financial risk if the reforms are delayed and / or the funding is insufficient to meet the additional costs. The Council will mitigate this through the use of temporary staffing (where suitable) and through balancing staffing needs across the Directorate.
25. To mitigate the financial risk posed by the reforms, it is proposed that the Health & Care Risk Reserve is increased by £9.987m created by the various savings above and by using COMF to contribute to Covid related costs set out below. A significant amount of funding has been used to contribute to the 2022/23 fee uplift, recognising that the Council awarded a higher than usual uplift to support care providers with Covid related costs. The provision of reserves to lessen the risks around Adult Social Care Reform is a short term, non-recurrent measure and does not address the underlying and ongoing impact. The Council, along with other stakeholders, will continue to lobby the Government to requires that the reforms are fully funded.
26. Covid Funding
27. Contain Outbreak Management Fund (COMF) of £19.169m has been brought forward to 2022/23, and plans have been developed to utilise the funding throughout the remainder of the financial year. Grant conditions require that this must be spent on Covid related activities and there is currently no mechanism to carry forward funds into future years.
28. Proposals for expenditure are:
 - A total of £7.077m to support care providers with recurrent cost pressures arising from the pandemic. This includes personal protective

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equipment, testing, enhanced cleaning regimes, waste disposal, increased staffing costs, higher insurance premiums, and agency staffing to cover sickness and staff who are unable to work due to Covid infection.

- Up to £2m to support the Covid and flu vaccination programmes in Staffordshire, especially to reach those groups for whom access to routine NHS services is more difficult.
- Up to £4m of funding to refurbish and redevelop the Learning Disability In-House estates in order to improve infection prevention and control and support modernisation of services
- Funding for other on-going costs estimated at £5.993m being incurred to deal with the ongoing impact of the pandemic including:
 - i. Staffing costs of £2.502m
 - ii. Public Health initiatives totalling £1.784m
 - iii. Testing costs of £1.154m
 - iv. Other services totalling £0.553m

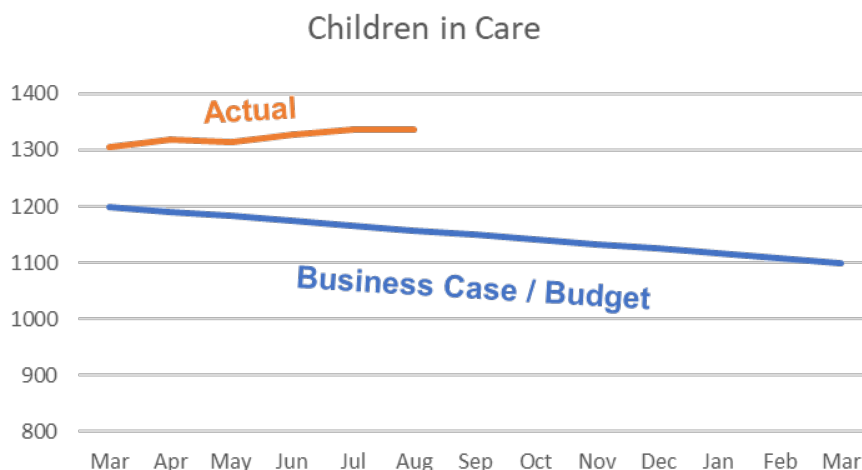
29. Cabinet is asked to note the use of the COMF in line with the grant conditions as outlined above.

30. **Children & Families** **Forecast - £5.8m overspend**

31. *Children's Services* *Forecast - £5.8m overspend*

32. The forecast position is an overspend of £5.8m across Children's Services, £2.3m higher than the position at quarter 1. The number of Children in Care (CiC) has increased from the start of the year (and from the levels assumed previously at quarter 1) and – as at mid September – currently stand at 1,337. This is significantly removed from the approved business case and underlying assumptions that make up the existing budget in the MTFs:

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33. This is a highly complex and volatile service with costs dependant significantly on the type of placements provided; however, based on existing levels – and assuming a similar level of demand for the rest of the year – it is forecast that the CiC Placements budget and Section 17 support, exacerbated by rising costs of inflation will be £15.3m overspent. This includes allowance for some children – currently on the edge of care or where existing placements are at risk of breaking down – coming into the residential care system if no better alternative can be identified.
34. The service is taking mitigating actions to address as far as possible pressures through a CiC action plan, including, for example:
- Additional income from partners
 - Greater challenge of the number of entering and leaving children in care
 - Introduced a new 'contract framework' to reduce costs and improve value for money
 - Enhanced internal residential provision to further disrupt the market.
 - Review of the existing 'short breaks' provision and capacity
35. However, even with the above mitigations (forecast to save £2.5m), the overall forecast is for an overspend this year in Children's Services of £12.8m. There is a risk that this position will worsen given the current economic climate, or if anticipated mitigations do not come to fruition.

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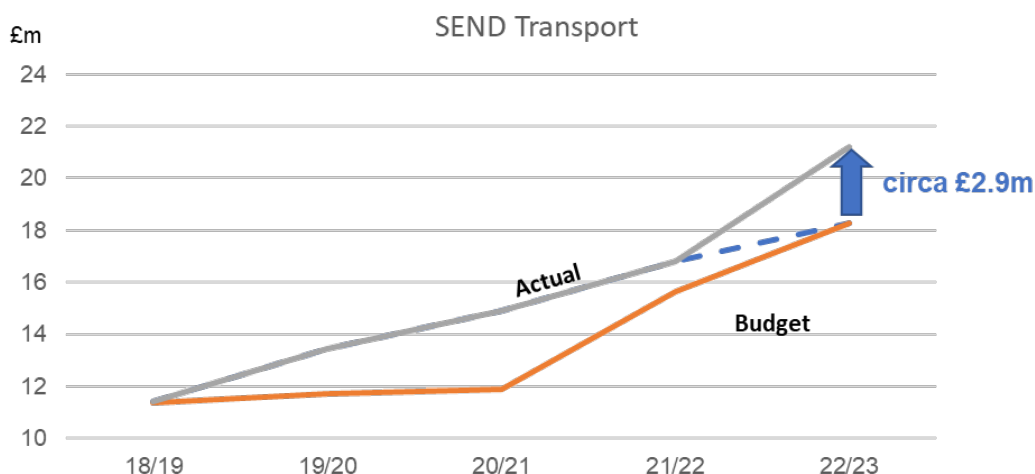
36. As previously reported an allocation of £6m has been provided from the Corporate contingency budget and further £1m earmarked from other one off Corporate resources towards the rising cost of inflation, reducing the net overall forecast overspend to £5.8m.

37. *Education Services*

Forecast - breakeven

38. There is a forecast overspend of £2.9m for SEND transport which in recent years has seen a significant increase in demand as a result of the rise in Education, Health and Care plans (EHCPs). Whilst this has been reflected in the MTFs with an uplift in the budget over the last two years (see below), unprecedented rises in inflation, in particular fuel, have placed additional pressures on the budget this year.

39. Given the current circumstances, a paper was brought forward earlier in the year by the Transport Commissioners Service and approved proposing an 'exceptional' in year increase to transport contracts (backdated to March 2022) of 8.5%, equivalent to £1.4m, to help mitigate the immediate pressure arising.



40. Whilst a contribution from corporate reserves in 2022/23 has been agreed for £1.4m to fund the 'exceptional' policy outlined above, this still leaves a forecast overspend of £1.5m and funding has been earmarked from other one off Corporate resources to bring this service to a breakeven position. Depending on how inflation levels develop going forward, and how transport demand changes going into the next Academic year, there is a risk that costs could increase further.

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41. A review of SEND transport is being implemented to identify any actions that may be taken to mitigate the existing demand and costs as far as possible. However, this is a complex service and will take significant time and resources and is unlikely to have an impact in the current year.
42. *SEND High Needs Block*
43. The High Needs Block is currently anticipated to overspend by £6m and reflects continuing growing demand for SEND support. This overspend will be charged against the DSG reserve which at the end of 2021/22 was already £8.6m 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.
44. Going forward, it is anticipated 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 and further action must be taken to mitigate the existing overspend in this area. A deficit management plan is currently being worked on and will be shared with Schools Forum at its meeting in November 2022.
45. *Partnerships & Wellbeing* *Forecast - breakeven*
46. Forecast savings totalling £0.1m against Child and Adolescent Mental Health Services (CAMHS) Tier 4 contact, along with a reduction in the take up of short breaks provision, have been offset by an unbudgeted pressure against direct lettings.
47. **Economy, Infrastructure & Skills** **Forecast - £61,000 saving**
48. *Business & Enterprise* *Forecast – £36,000 saving*
49. The service is forecast to have a small saving of £36,000. Surpluses are expected in the Planning Team, Business Support and Regeneration areas which offset a forecast pressure related to the Shire Hall Enterprise Centre, which will have a reduced income in its first year of opening. These in year surpluses will also fund the forecast road adoption costs of £0.1m at the Kingswood Lakeside Development.

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50. *Infrastructure & Highways* *Forecast - Breakeven*
51. The forecast for the service is a break-even position, although there are various overspend and savings within the overall service area.
52. A £0.2m saving on vacancies in the Community Infrastructure area is offset by an income budget pressure in the Highways Lab as well as a pressure on the land charges budget within Sustainable Development. The quarter 2 position also assumed that any savings against the tree maintenance budget can be used to make a provision for tree maintenance in future years.
53. The situation around rising inflation and material supplies still remains challenging for the Highways service. Current pressures are still forecast to be in the region of £2m on the Highways revenue budget (largely on reactive maintenance) and £10m on the Highways capital programme. The effect of inflation will continue to be monitored through the usual budget monitoring process with updates in the next quarter.
54. *Transport, Connectivity & Waste* *Forecast - Breakeven*
55. The Transport and Connectivity area is forecast to save £0.433m. Despite the current forecast of the inflationary pressure (along with the rising fuel costs) being funded from contingency budgets, there are additional costs in this service where terminated contracts have had to be renewed at short notice. Some of these contract renewals are coming in at one and a half times the costs of previous years. It is important to recognise that despite managing the inflationary pressure in this service the situation remains uncertain and inflation could continue to increase along with rising fuel prices which will increase the pressure on this budget.
56. It is currently forecast that this overspend will be offset by savings in the Concessionary Fares service. In October we are due to change to paying at actual patronage levels rather than pre-pandemic levels. However, forecasting for this service is still uncertain and any savings arising could be ringfenced. Future government directives could change, and the impact of the DfT Toolkit is unclear, but both will be monitored as part of the normal forecasting processes.

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57. For Sustainability and Waste, the forecast is for a saving of £0.166m. This assumes that the £0.6m MTFS saving for Green Waste recycling credits will be achieved.
58. There is a small overspend in the Woodfuels budget area. This business unit has been impacted by increased delivery costs due to the diesel price increase and also an increase in raw material costs due to global availability of resources impacted by the war in Ukraine. This is offset by a £0.490m saving on the recycling credits budget due to a reduction in green waste tonnage following the warm summer.
59. The overall position also assumes a provision towards the required Waste to Resources (W2R) plant cost which is in response to changes in emissions legislations. This is currently expected to be in the region of £1.3m but negotiations are ongoing.
60. *Culture, Rural & Communities* *Forecast - £0.161m overspend*
61. The quarter 2 position for EI&S now includes the Culture, Rural and Communities budgets that have temporarily moved from the Families & Communities directorate. This area is currently forecast to overspend by £0.161m.
62. There is a £42,000 forecast saving for Culture and Communities due to savings in staffing structures and savings against the resources budget offset by the under-recovery of income post Covid.
63. Within the Rural service, there is a forecast overspend of £0.145m due to tribunal and legal costs, post structure set up costs and an underachievement of income, offset slightly by staffing savings.
64. The Safer Communities service forecasts an overspend of £58,000 which is partly due to increase costs within the Joint Coroners service.
65. *EI&S Business Support* *Forecast – £0.147m saving*
66. The service is forecast to save £0.147m due to savings on legacy pensions contribution and training budgets.

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67. **Corporate Services** **Forecast – £0.181m Saving**

68. The service is forecast to have a small saving of £0.181m. It is likely that there will be some additional income in Registrars due to the higher number of weddings that are being booked now all Covid restrictions are lifted. This along with other savings around vacancies, have been used to offset a pressure on the annual leave purchase scheme and to make provision for continued specialist resources in People Services as well as a movement to the ICT reserve for changing software from the data centre to the Cloud. This position assumed the delivery of the £0.460m Property rationalisation MTFS saving.

69. **Centrally Controlled**

70. The forecast for centrally controlled services is an overspend of £0.850m within Pooled Buildings. This is on the gas energy budget as prices have continued to rise as a result of global events. It assumes that for the last six months of the year we are able to utilise a price cap similar to the domestic price cap of 10.3p/pWh which central government have just announced. This will be monitored closely through the year as more detail from central government around the price cap for public sector organisation and other businesses comes forward. The possibility of funding this overspend from one-off resources will be considered and brought before Cabinet if required. There is also a £0.480m overspend on the electricity budget as prices continued to rise in this area as well. This is being funded from the remaining pooled buildings contingency budget in 2022/23. Finance are working closely with the service to try and forecast what might happen with energy prices into 2023/24 and future years, as they are extremely volatile, and this will continue throughout this financial year. There is a breakeven position forecast on Landlords Repairs and Maintenance and Insurances.

71. **Nexus Trading Services Ltd**

72. Nexus, like many Adult Social Care providers, continues to face difficult trading conditions, particularly around recruitment and retention of staff. This has affected the company's ability to deliver the full volume of contracted care services and slightly impacted profitability. Work is on-going to improve the position in the second half on 2022/23.

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73. **Capital Forecast**

74. Appendix 6 compares the latest capital forecast outturn of £128.8m, a decrease from the quarter 1 position of £133.2m. The key reasons for this decrease of £4.4m are set out in the following paragraphs.

75. **Health and Care** **Forecast spend £2.262m**

76. There has been no change in the forecast spend since the quarter 1 report. Work on market position statements and demand analysis nursing care continues. The Hawthorne House redevelopment / refurbishment has been reprofiled across 2023/24 and 2025/26 in line with the latest spend forecasts.

77. **Children and Families** **Forecast spend £37.315m**

78. *Maintained Schools* *Forecast Spend £36.355m*

79. There has been a decrease of £7.613m since the quarter 1 report, which is the result of rephasing of Basic Need budgets of £1.114m in line with anticipated timelines of potential projects, as well as the decision to utilise Section 106 funding of £12m. In addition, there have been new developer contributions of £2.349m, Decarbonisation grant of £0.8m, and £1.184m of unallocated budgets which is being used to fund several projects.

80. There has also been the introduction of Carbon Reduction Projects at various sites totalling £0.914m which is funded by a combination of Schools Capital Allocation and School contributions, and budget refinements within Special Programmes and Maintenance and Replacements of £0.253m.

81. Inflationary pressures on building materials are expected to increase costs on the programme, and these will be monitored closely in the next quarter.

82. **Economy, Infrastructure and Skills** **Forecast spend £82.985m**

83. *Economic Planning & Future Prosperity* *Forecast spend £5.257m*

84. There has been a reduction of £1.741m since the quarter 1 report, which is due to refinements on a number of projects totalling £67,000, removal of Pye Green

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Part 1 claim of £0.3m, reduction of the risk and contingency budgets for i54 Western Extension of £0.470m and rephasing of Chatterley Valley into 2023/24 totalling £1.350m.

85. There have been increases in forecast spend for Kingswood Lakes of £77,000, i54 Employment site of £0.255m and the introduction of the new Knutton Enterprise Centre project of £90,000.
86. *Highways Schemes* *Forecast spend £72.484m*
87. There has been an increase of £4.840m since the quarter 1 report. There have been budget refinements for the SWAR project of £0.828m, Bridges of £0.274m, Carriageway Maintenance of £0.649m, and Integrated Transport of £0.438m. Minor Capital Maintenance now includes provision for inflationary pressures of £2.651m.
88. **Property, Finance and Resources & ICT** **Forecast spend £6.236m**
89. There has been a small increase of £0.142m since the quarter 1 report due to additional One Public Estate funding to support various property works across the County.
90. **Financial Health**
91. Appendix 7 provides a forecast outturn performance against the key Financial Health Indicators approved as part of the 2022/23 budget setting process.
92. There have been 97.8% of invoices paid within 30 days of receiving them at the end of July, exceeding the financial health indicator target. This position also reflects early payments to suppliers to help them with cashflow during the pandemic.
93. The estimated level of outstanding sundry debt over 6 months old is £17.214m, this is over the target of £14.7m by £2.514m. This is a decrease of £1.270m since the quarter 1 report. 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.
94. The level of CCG health debt over 6 months old is now £1.1m, £2.8m below the target figure.

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95. Client debt now stands at £10.239m and could potentially increase as a consequence of the 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.

Debtor Type	2022/23 Target	30/06/2022	30/09/2022 Est	Increase / (Decrease)
	£m	£m	£m	£m
Health Bodies & CCGs	3.900	2.080	1.100	(0.980)
Other Govt. and Public Bodies	2.000	1.592	1.590	(0.002)
Other General Debtors (Individuals & Commercial)	4.700	4.974	4.285	(0.689)
Health & Care Client Debt	4.100	9.838	10.239	0.401
TOTAL	14.700	18.484	17.214	(1.270)

96. The working group has made progress on reducing debt under 12 months old and this is now also progressing on debt aged between 1 and 2 years. The number of clients waiting more than 12 months for a review has now reduced significantly from the peak, however the net to gross initiative has resulted in over 1,140 more accounts being created.

97. **Prudential Indicators**

98. Appendix 8 provides a forecast outturn performance against the Prudential Indicators approved as part of the 2022/23 budget setting process.
99. The County Council operated within the limits and Prudential Indicators for Treasury Management as set out in the County Council's Treasury Management practices, except for the indicator relating to variable interest rates. This indicator is calculated based on the highest expected cash balance in year, but this was surpassed towards the end of last financial year when forward funding was received.

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100. Given the current volatile economic situation, these indicators are being monitored even more closely than usual. At the time of writing it is considered that the Treasury Management Strategy does not need amending but this will be subject to regular monitoring and any changes will be reported to Cabinet as part of the Half Year Treasury Management report.

Appendix 4 – Corporate Checklist

Equalities implications:

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

Legal implications:

There are no legal implications arising from this report.

Resource and Value for money implications:

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

Risk implications:

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

Climate Change implications:

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

Health Impact Assessment and Community Impact Assessment screening:

Not required for this report.

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Revenue Forecast Outturn 2022/23









	Revised Budget Qtr 2 £m	Forecast Outturn £m	Variance £m	Use of one- off funding £m	Total Variation £m
Health and Care					
Public Health & Prevention	0.263	0.263	0.000	0.000	0.000
Adult Social Care & Safeguarding	40.421	40.421	0.000	0.000	0.000
Care Commissioning	202.848	202.848	0.000	0.000	0.000
Specific Grant Allocation (Public Health)	(0.263)	(0.263)	0.000	0.000	0.000
Health and Care Total	243.269	243.269	0.000	0.000	0.000
Children and Families					
Children's Services	119.953	126.753	6.800	(1.000)	5.800
Children's Public Health	0.000	0.000	0.000	0.000	0.000
Education Services	32.096	33.596	1.500	(1.500)	0.000
Wellbeing & Partnerships	6.117	6.117	0.000	0.000	0.000
Children and Families Total	158.166	166.466	8.300	(2.500)	5.800
Economy, Infrastructure and Skills					
Business & Enterprise	1.979	1.943	(0.036)	0.000	(0.036)
Infrastructure & Highways	33.088	35.088	2.000	(2.000)	0.000
Transport, Connectivity & Waste	42.963	42.963	0.000	0.000	0.000
Skills	2.886	2.847	(0.039)	0.000	(0.039)
Culture, Rural & Communities	12.091	12.252	0.161	0.000	0.161
El&S Business Support	1.146	0.999	(0.147)	0.000	(0.147)
Economy, Infrastructure and Skills Total	94.153	96.092	1.939	(2.000)	(0.061)
Corporate Services	44.263	44.082	(0.181)	0.000	(0.181)
Corporate Services Total	44.263	44.082	(0.181)	0.000	(0.181)
Traded Services	(0.955)	(0.955)	0.000	0.000	0.000
TOTAL PORTFOLIO BUDGETS	538.896	548.954	10.058	(4.500)	5.558
Centrally Controlled Items					
Interest on Balances & Debt Charges	29.077	29.077	0.000	0.000	0.000
Pooled Buildings and Insurances	17.422	18.272	0.850	0.000	0.850
Investment Fund	1.164	1.164	0.000	0.000	0.000
Contingency	4.000	4.000	0.000	0.000	0.000
Inflation reserve (one-off funding)	0.000	0.000	0.000	4.500	0.000
TOTAL FORECAST (SAVING)/OVERSPEND	590.559	601.467	10.908	0.000	6.408

CAPITAL PROGRAMME 2022/23

	<u>1st Quarter Budget</u>	<u>Enhancements to Programme</u>	<u>2nd Quarter Budget</u>
	£m	£m	£m
Health and Care			
Care and Independence	2.262	0.000	2.262
Health and Care Total	2.262	0.000	2.262
Children and Families			
Maintained Schools	43.968	(7.613)	36.355
Vulnerable Children's Projects	0.960	0.000	0.960
Children and Families Total	44.928	(7.613)	37.315
Economy, Infrastructure and Skills			
Economic Planning & Future Prosperity	7.040	(1.783)	5.257
Highways Schemes	67.644	4.840	72.484
Connectivity	1.087	0.000	1.087
Rural County (Countryside)	0.387	(0.082)	0.305
Tourism and Culture	3.293	0.000	3.293
Waste & Sustainability Projects	0.478	0.081	0.559
Economy, Infrastructure and Skills Total	79.929	3.056	82.985
Trading Services - County Fleet Care	0.460	0.000	0.460
Finance, Resources & ICT	0.565	0.000	0.565
Property	5.069	0.142	5.211
Total	133.213	(4.415)	128.798

Financial Health Indicators 2022/23

Appendix 7

Indicator		Current Performance
<u>Debtors</u> Level of outstanding general debtors more than 6 months old does not exceed £14.7m (Current Performance – £17.2m)		
<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 – 97.8%)		
<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

Prudential Indicators 2022/23

Indicator	Estimate 2022/23	Q1 Estimate 2022/23
	£m	£m
External Debt – Authorised Limit for borrowing	662	459
External Debt – Authorised Limit for other liabilities	258	226
<i>Total</i>	<i>920</i>	<i>685</i>
External Debt – Operational Boundary for borrowing	515	459
External Debt – Operational Boundary for other liabilities	258	226
<i>Total</i>	<i>773</i>	<i>685</i>
External Debt - Loans	721.6	429
Interest Rate Exposures – Upper Limit (Fixed)	543	429
Interest Rate Exposures – Upper Limit (Variable)	(316)	(405)
Upper limit for total principal sums invested for longer than a year	195	30
Estimate of Capital Expenditure	106	129
Estimate of Capital Financing Requirement (CFR)	575.2	568.9
Gross Debt – External Loans (Should remain below CFR, except in the short term)	459	459
Proportion of financing costs to net revenue stream – Financing Costs	38.9	38.0
Proportion of financing costs to net revenue stream – Proportion of Net Revenue Stream - %	6.7%	6.5%

Cabinet Meeting on Wednesday 19 October 2022

Nexus Trading Services Limited – Annual Report 2021/22



Cllr Alan White, Leader of the Council said,

“Nexus was created to help care for the people of Staffordshire when there was no-one else to turn to.

Since then, it has grown both in size and importance so that it is now provides vital care across the county, delivering home care where there are shortages in the private sector and maintaining residential care when needed.

Turnover has increased by more than a third in 12 months, delivering a modest profit, and now employs 340 people, each essential to this success story.”

Report Summary:

In Staffordshire the majority of care for older people is provided by independent companies. The Council offers a range of support to help them remain sustainable.

Nexus Care (trading name of Nexus Trading Services Limited) was established as a Council owned Local Authority Trading Company to provide care for people when no other provider is available in the market. The company is also available to support the Council where it needs to respond rapidly to specific incidents such as failure of a care provider.

Nexus Care has now been fully operational for over four years. This annual report provides an update to Cabinet on the activities and performance of the company during 2021/2022.

Recommendations

I recommend that Cabinet:

- a. Note the Nexus Care Annual Report; and

- b. Note the in-year trading profit of £18,791 which has been transferred to company reserves.

Cabinet – Wednesday 19 October 2022

Nexus Trading Services Limited – Annual Report 2021/22

Recommendations of the Leader of the Council

I recommend that Cabinet:

- a. Note the Nexus Care Annual Report; and
- b. Note the in-year trading profit of £18,791 which has been transferred to company reserves.

Local Member Interest:

N/A

Report of the Director for Health and Care

Reasons for Recommendations:

1. In Staffordshire the majority of care for older people is provided by independent companies. The Council offers a range of support to help them remain sustainable.
2. Nationally, independent care providers of care are facing challenges from rising demand, increasing costs and difficulty in recruiting staff. In some parts of the county the Council has struggled to find care providers who can offer good quality services at a price that taxpayers can afford.
3. Nexus Care (trading name of Nexus Trading Services Limited) was established as a Council owned Local Authority Trading Company to provide care for people when no other provider is available in the market. The company is also available to support the Council where it needs to respond rapidly to specific incidents such as failure of a care provider.

Nexus Care

4. Nexus Trading Services Limited was incorporated in 2011 as a Staffordshire County Council owned company. The Articles of Association of the company enables the provision of a wide variety of services, and in 2017 the Council decided to develop it as a provider of care trading as Nexus Care to address:

- a. the need for additional reablement capacity to support the urgent care pathway and reduce delayed transfers of care.
 - b. the need for a contingency during the procurement of home care services in case insufficient independent care providers were available;
 - c. the Council's duties to ensure and sustain the market under the Care Act 2014 and the need for a "provider of last resort".
5. Nexus Care was mobilised in January 2018 to provide reablement services. In December 2018 it took on a home care contract following the national collapse of Allied Healthcare. In 2019 and 2020 it took on Extra Care contracts when providers withdrew from the market. During the Covid pandemic it took on the contract to provide a lateral flow device testing service across the County and continued to provide this until 31st March 2022. In July 2021, Nexus took over the running of two residential care homes at short notice, Meadowyrthe in Tamworth, and Bracken in Burntwood, when the Council and the then current provider decided to terminate the contract between them. The smooth transfer and subsequent successful running of these homes represents a major achievement for the Company.
6. Nexus Care has a Board of Directors comprising of Council Members and Officers and the Chief Operating Officer, who collectively set the vision and strategy for the business and oversee operational delivery.
7. As part of the continued business expansion in 2021/22, the directors reviewed the operations and governance of the Company and decided for reporting, monitoring, and accounting purposes, to split the operations into three distinct divisions: Home Care (including reablement), Extra Care, and Residential Care.

Annual Report

8. The Nexus Care annual report attached at Appendix 1 describes the vision and strategy of the company and gives an overview of services including:
- a. Commissioned activity
 - b. Quality
 - c. Finance
 - d. Recruitment and Retention
 - e. Growth; and
 - f. Nexus Care's role in cost reduction for the Council.

9. Nexus Care achieved good performance and continued to see growth during 2021/22. The company now has 340 staff and in 2021/22 had an annual turnover of £8.444m, £2.205m (35%) greater than the previous year. Key achievements include:
- a. maintenance of care services during the Covid pandemic
 - b. takeover and running of two residential care homes
 - c. continued provision of a lateral flow device testing service; and
 - d. digital transformation across the business.

Legal Implications

10. The Council trades with Nexus Care under the “Teckal” exemption (now Regulation 12 (1) of the Public Contract Regulations 2015). This allows a local authority to place contracts with a legally distinct service provider without contracts being subject to competitive procurement processes as long as the following conditions are met:
- a. The service provider carries out the principal part of its activities (more than 80%) on behalf of the local authority
 - b. The local authority exercises a similar control over the service provider as it does its own departments; and
 - c. There is no direct private capital participation in the service provider nor any intention that there should be any.

Resource and Value for Money Implications

11. The financial position of Nexus Care is set out in the Annual Report. The company made an operational profit in 2021/22 of £18,791 which has been transferred to reserves. Company reserves on 31st March 2022 were £78,305.

Climate Change Implications

12. Nexus Care is conscious of the importance of minimising its carbon footprint and makes a contribution through optimising travel times and distances for reablement and home care services.

List of Background Documents/Appendices:

- Appendix 1 – Annual Report
- Appendix 2 – Structure Chart
- Appendix 3 – Customer Survey
- Appendix 4 - Annual Accounts 2021/22

Contact Details

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Appendix 1
Nexus Care

Annual Report

2021/22

Contents

1. Background to Nexxus Care
2. The Board
3. Vision, values, and strategy
4. Overview of services
5. Annual objectives and performance
6. Annual accounts 2021/22
7. Key achievements 2021/22 and ongoing issues
8. Developments for 2022/23 and future years

Background to Nexxus Care

1. Nexxus Care was established in 2011 as a local authority trading company (LATC) and is 100% owned by Staffordshire County Council. The company began trading in 2018 and is registered with Company's house, company number 0748276.
2. In 2017 the Council decided to develop it as a provider of care in the face of:
 - a) the need for additional reablement capacity to support the urgent care pathway and reduce delayed transfers of care.
 - b) the need for a contingency during the procurement of home care services in case insufficient independent care providers were available; and
 - c) the Council's duties to ensure and sustain the market under the Care Act 2014 and the need for a "provider of last resort".
3. Nexxus Care provides a range of services including reablement, home care and Extra Care. During 2021/22 it continued to provide a lateral flow device testing service in order to help manage the Covid pandemic. Also, during 2021/22 it took over provision of care at two residential homes.
4. Nexxus Care now has 340 staff, an increase of 39% on previous year due to the care home transition. Nexxus Care had an annual turnover in 2021/22 of £8.444m, £2.205m (35%) greater than the previous year. Reserves on 31st March 2022 were £78,305.

The Board

5. Nexus Care has a Board of Directors comprising of Staffordshire County Council Members and Officers, and the Chief Operating Officer, who collectively set the vision and strategy for the business and oversee operational delivery.
6. The Council's Chief Executive is responsible for the appointment of Directors. All directors present and past are registered with Company's house.
7. Nexus Care Directors on 01 April 2022 are, however please note Helen Riley is now retired (July 2022):
 - Simon Ablewhite (Finance Director)
 - Cllr Mark Deaville
 - Dr Richard Harling
 - Clair Muldowney (Chief Operating Officer)
 - Helen Riley
 - Cllr Mark Winnington
8. All of the above have confirmed that they comply with the responsibilities of Directors as set out by Company's House and can be found by the following link:

<https://companieshouse.blog.gov.uk/2019/02/21/7-duties-of-a-company-director/>
9. The Board meet monthly, and the Chief Operating Officer provides an update on all operational areas in a set format covering key aspects of the business. All meetings are formally documented, and actions recorded/tracked.
10. An organisational structure for Nexus Care is included in Appendix 2.

Vision, values, and strategy

11. The Nexus Care vision is:

To provide quality, cost effective and innovative care through a highly motivated and professional team enabling citizens to enjoy healthier, more fulfilled lives

12. Nexus Care vision has adopted the following values:

- We are ambitious, courageous and empowering.
- We support and enable our staff to make things better.
- We are open to doing things differently and will make best use of new technologies
- We are bold and willing to take difficult decisions in a commercial operating context.
- We will make a contribution to tackling climate change

13. Nexus Care's strategy is:

- The focus of operations is to intervene in the care market on behalf of the Council.
- We will be available to offer a 'provider of last resort' in the event that the market is unable to provide care.
- We will grow business with the Council by agreement with commissioners.
- We will operate to same 'rules' as other providers in the independent sector.
- We will seek to offer services to self-funders within the conditions of the 'Teckal' exemption.
- We will operate with Staffordshire and on the borders of the county.
- Our risk appetite is "moderate".
- We will embrace new technologies
- We will minimise our carbon footprint and make a contribution to tackling climate change
- We strive to be an exemplar provider of services in the care industry

Overview of services

Reablement

14. The aim of reablement is to maximise people's level of independence, often after a period of illness or stay in hospital. The service works with people to set and achieve their goals. A successful outcome is to achieve these goals, prevent hospital readmission and minimise reliance on ongoing care and support, with a target of no more than 66% requiring ongoing care and support.
15. The reablement service has a CQC registered manager and receives referrals from hospitals in East Staffordshire, Tamworth and Lichfield. The service completes the necessary risk assessments and support plans prior to care commencing. It assesses within the first 72 hours whether the client is able to complete a reablement period of up to 6 weeks, with occupational therapist input monitoring their progress throughout. Should the individual have ongoing needs the service completes a Care Act assessment to determine their eligibility for Council funded care and support and those that are eligible are referred to the brokerage team to source it.

Home care

16. The home care service provides care and support to clients with assessed eligible needs. Home care consists of two operational branches based in Cannock and Stafford. Each branch has a CQC registered manager and teams including care co-ordinators, field care supervisors and administrators. Clients include Council funded, NHS funded, and privately funded individuals.
17. The service is on the Council's standard home care contract and works to the same terms and conditions as all other contracted providers. The branches access the Council's online portal to identify and accept new clients in the same way as other contracted providers.

Extra Care

18. The Extra Care service provides care and support at three schemes: Mill Rise, Brunel Court and School Court. People live in their own flats within the schemes and receive care and support in their own homes. Each scheme has a CQC registered care manager and team leaders. The service works jointly with the housing provider.
19. The service maintains a presence 24 hours to meet needs during day and night. Should a flat become available the service works with the housing provider to place a new resident that requires care and support.

Residential Care Services

20. In July 2021, Nexus took over the running of two residential care homes Meadowyrthe in Tamworth and Bracken in Burntwood, following a decision by the previous provider not to renew its contract with the Council. Each home schemes have a registered manager and a deputy manager
21. Transfer of the services to Nexus was successfully managed to a tight timescale, including CQC registration, insurance, and TUPE of 108 staff.

Lateral Flow Device Testing

22. The service was terminated 31st March 2022 in line with national guidance. 153,000 tests had been completed and a further 156,000 home test kits distributed. Key members of the team were invited and thanked for their contribution to the response via HM The Queen platinum celebration and all staff personally thanked via a joint communication from Nexus and Staffordshire County Council.

Annual objectives and performance

23. For 2021/22 Nexus Care set the following objectives:

- a) Provide commissioned activity
- b) Maintain and improve quality
- c) Balance the books
- d) Keep the staff happy
- e) Grow the business
- f) Help the Council to reduce costs

Provide commissioned activity

Reablement

24. In 2021/22 Nexus Care was commissioned to provide 660 hours of reablement per week on a block amount. Activity above the block hours is paid at an hourly rate as per the contract. A reconciliation is completed at the end of the year to ensure that an appropriate payment has been made. Nexus Care delivered on average 653 hours of reablement per week, broadly in line with the overall target. The service has 27 support workers.

25. 2021/22 Reablement Summary:

- 343 people started the reablement service.
- Average duration of service was 23 days, against a target of <28 days
- 73% successfully completed reablement and required no ongoing care and support, against a target of <66%
- 27% were transferred to ongoing care and support (Target <50%)
- Other reasons for the service being terminated were due to either deceased, readmission to hospital or an initial failed discharge.

Home care

26. During 2021/22 the Cannock branch provided around 2,200 hours of care per week and the Stafford branch 350 hours per week to a total of 184 clients. This is approximately 6% of all Council commissioned home care capacity. The service had 137 care workers. Activity and capacity in 2021/22 was slightly below the 2,600 hours of care per week and 163 care workers in 2020/21, reflecting difficulties in recruitment and retention of staff.

Extra care

27. During 2021/22, the service was provided around 750 hours of care per week to a total of 68 clients across the three schemes. The service had 35 care workers. Activity in 2021/22 was slightly up on 2020/21.

Residential Services

28. Bracken has 34 beds and Meadowyrthe 41 beds for permanent residents. Nexus have been able to open a new emergency respite service at Meadowyrthe which was previously suspended under the former provider. This has made a further 10 beds available.

Maintain and improve quality

29. Reablement and the Stafford home care branch have a dual CQC inspection. The most recent Care Quality Commission (CQC) rated Stafford reablement and home care as 'Good'. The CQC report is available here <https://www.cqc.org.uk/location/1-4314896520>
30. Cannock home care branch has not been inspected by CQC since it was transferred from Allied Healthcare to Nexus Care. The branch currently holds an overall rating of 'Good' and is rated 'Good' in all domains. As with reablement and the Stafford home care branch, policy, processes and systems introduced recently have improved quality - for example regular internal audits, robust recruitment practices, and digital scheduling of visits.
31. The Covid pandemic has had an impact on reablement and home care services, reducing the number of care and support workers due to isolation, as well as affecting recruitment and retention. Agency staff have been used to maintain services, which may be a concern to the CQC on inspection.
32. School Court and Mill Rise Extra Care schemes have not been inspected by CQC since they transferred to Nexus Care. School Court currently holds a rating of 'Good' overall and in all domains except for 'Well Led', which is rated as 'Requires Improvement'. Mill Rise is rated 'Good' overall and in all domains.
33. Brunel Court was inspected by the CQC in April 2022 and achieved a rating of 'Good' overall and in all domains with extremely positive feedback. The report can be found here. <https://www.cqc.org.uk/location/1-7772220803>

34. At the point of transfer to Nexus Care Meadowyrthe had a CQC rating of 'Requires Improvement' and 'Inadequate' in the Well Led domain; Bracken House had a CQC rating of 'Good' overall. Meadowrhythe had a CQC inspection in January 2022 and the outcome is awaited.
35. Nexus has been working with the Council and Entrust to complete a programme of improvement to the estates at both Meadowyrthe and Bracken. Innovative technology including digital care management systems has been implemented at both sites to support medication and care planning processes. Assistive technology has been introduced to improve quality of care and has welcomed greatly by staff and residents. New posts have been introduced in both homes along with additional training to the workforce to improve quality of care. An experienced operational lead has been appointed in order to oversee quality management and works closely with the staff and senior management team, ensuring a holistic approach and transparency of performance.
36. The results of the 2021/22 client and employee survey are included in Appendix 3. The majority of feedback was positive, 91% of service users would recommend Nexus Care to family/friends and 99% felt their care staff always treated them with dignity and respect. The response rate for employees was also positive, 73% would recommend Nexus Care as a place to work.
37. Incidents, complaints, compliments for all services are logged on to a dedicated system, monitored by the operations team for key themes and trends, and discussed with branch managers monthly. Events cannot be closed until a senior manager approves that all relevant steps have been taken and they are fully resolved. A summary of events is shared at monthly Board meetings.

Nexus Trading Services CQC Provider ID - 1-4155218218						
Location ID	Registered Service	Division	Overall CQC Rating	Last inspected	Inherited Rating?	CQC Review
1-4314896520	NEXXUS STAFFORD	HOMECARE	GOOD	04/03/2020	No	04/08/2022
1-4314896520	NEXXUS REABLEMENT	HOMECARE	GOOD			
1-6722658760	NEXXUS CANNOCK	HOMECARE	GOOD	26/04/2016	Yes	Not Stated
1-7773983641	NEXXUS SCHOOL COURT	EXTRA CARE	GOOD	05/06/2019	Yes	Not Stated
1-7772220803	NEXXUS BRUNEL COURT	EXTRA CARE	GOOD	12/04/2022	No	04/08/2022
1-9882814509	NEXXUS MILL RISE	EXTRA CARE	GOOD	02/10/2019	Yes	01/08/2022
1-11057494587	NEXXUS MEADOWYRTHE	RESIDENTIAL	REQUIRES IMPROVEMENT	02/10/2019	Yes	04/05/2022
1-11057494647	NEXXUS BRACKEN HOUSE	RESIDENTIAL	GOOD	01/03/2018	Yes	Not stated

Balance the books

38. Annual accounts for the year 2021/22 have recently been audited by an external auditor and show a profit of £18,791. No concerns have been raised. A summary of the financial position of the company is included at Appendix 3.

Keep the staff happy

39. One of the biggest challenges across all services is recruitment and retention of staff. Home care is not a preferred career choice for several reasons including long and unsociable hours, travelling, and the level of responsibility against rates of pay. Challenges with recruitment and retention have been exacerbated by the Covid pandemic and the increasing cost of living. Additional measures have been put in to place such as increases to hourly pay and mileage rates.
40. Nexus Care staff turnover during 2021/22 was 64%, compared to 38% in 2020/21. This is reflective of the stability within the sector currently, alongside many other industries facing the same challenges. These challenges are continuing in 2022/23.
41. Nexus Care continues to work hard to attract new staff and retain existing staff. Some of the methods we have introduced during 2021/22 include:
- Winter essential packs, including branded items to support front line workers on a day-to-day basis offering personalised packs for each service
 - Welcome bonuses to join the company.
 - Perks such as discounts at hundreds of attractions and high street stores.
 - Reduced monthly cost for any car issues.
 - Digital technology allowing more time caring and reducing paperwork.
 - Improved communication methods such as online platforms.
 - Increased engagement with leadership and management team.
 - EarlyPay – allowing staff to access funds before they are due to be paid.
 - Pilot of electric vehicles
 - Increased mileage and pay
42. An apprentice has been employed and is currently working towards Business and Administration level 3. Following completion, a marketing role will be developed to focus on recruitment and retention of staff alongside building the brand to attract new clients and grow the business.

Grow the business

43. Nexus Care saw significant growth in 2021/22 with Meadowyrthe and Bracken House residential homes transferring into the business.
44. Given the growth and diversification of the business, the Board undertook a review of the governance and structure of the company, and for reporting, monitoring and accounting purposes have split the operations into 3 distinct divisions: home care (including reablement), extra care and residential care. The intention is that each of these is financially sustainable in its own right with minimal cross subsidy.
45. Nexus Care continues efforts to recruit in reablement and home care in order to offer greater capacity.
46. Further expansion is being explored for 2023/24 and can be found further down in this report.

Help the Council to reduce costs

47. 155 people (73%) completed reablement with no further need of ongoing care and support, potentially averting cost of around £4.5m had all of these required an ongoing home care service (based on 28 hours per week).
48. In home care Nexus Care follows the Trusted Assessor model which allows clients' care and support to be flexed up and down depending on their needs. Any requirements for increases in hours and opportunities for decreases in hours are pursued as part of routine management of the service.
49. Nexus Care assists the Council to reduce non-contracted home care by taking on these clients wherever possible. This allows proper quality assurance, gives a guarantee of continuity of care, and often reduces costs.
50. Nexus Care seeks to maximise occupancy at Meadowrhythe and Bracken in order to make best use of the capacity and reduce the number and cost of placements in the market.

Annual accounts

51. The turnover of the business in 2021/22 was £8.444m, an increase of 35% over the previous financial year. £2.3m of the increased turnover related to the transition of care home services, which are provided at cost.
52. A small in year profit was reported of £18,791, more detail is included in Appendix 3.

Key achievements and ongoing issues

Achievements

53. Nexus Care made some key achievements during 2021/22. These include:
 - Maintaining good quality services during the Covid.
 - The smooth transfer and subsequent successful running of two residential homes.
 - Successful wind up of lateral flow device testing with key individuals recognised nationally for their part in the service.

Ongoing issues

54. **Staff recruitment and retention** remains a key challenge. Nexus Care continues to explore innovative ways to recruit and retain, informed by feedback from staff themselves. Pay is a big factor but there are other issues that are important to staff such as how they are treated and how their individual circumstances can be accommodated by working patterns.
55. **Covid** still presents an ongoing risk of increased demand, rising costs and staff absence. Compounding challenges with staff recruitment and retention.
56. **Stability in the market** will also remain a challenge for Nexus Care. As a 'Provider of Last Resort' the company is expected to be able to respond quickly if other providers fail. To date the transfer of services has been managed successfully.

Developments for 2023/24

57. Nexus is committed to offering the Council a cost-effective alternative to the independent adult social care market. Nexus remains ambitious and keen to

expand further as long as this can be achieved safely and without compromising existing services.

58. Nexus Care is exploring further expansion of the business including:

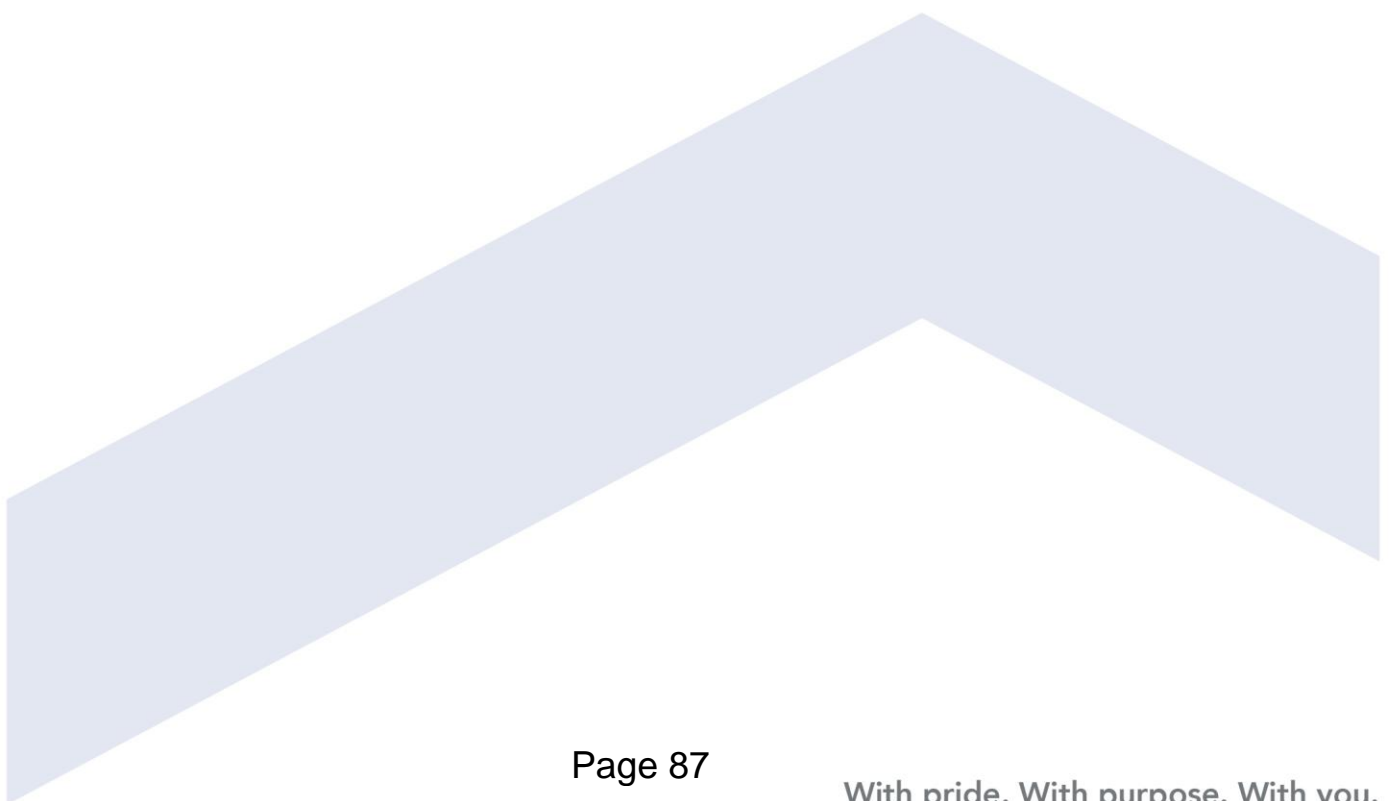
- Potentially developing 'Step-Up reablement' service in line with the Council requirements
- Additional home care, Extra Care and care home services in the event of provider failure. With the care market increasingly fragile it is essential that the Council has an option to transfer services when providers fail as this can happen suddenly and at any time.
- Potential learning disability services including respite and Supported Living, subject to the outcome of a detailed appraisal of options for these services by the Council. Nexus could offer a sustainable and value for money alternative to the independent adult social care market. Staff would be secured through planned transfer of services from existing providers. The company would need to ensure that it had access to the appropriate knowledge, experience and skills, as well as additional management capacity and funding to support the transfer of services.
- Growing existing services through recruitment of new staff. This is likely to be challenging in the short-term, however the company will be investing in marketing initiatives to improve recruitment and retention of staff alongside building the brand to attract new clients and grow the business.

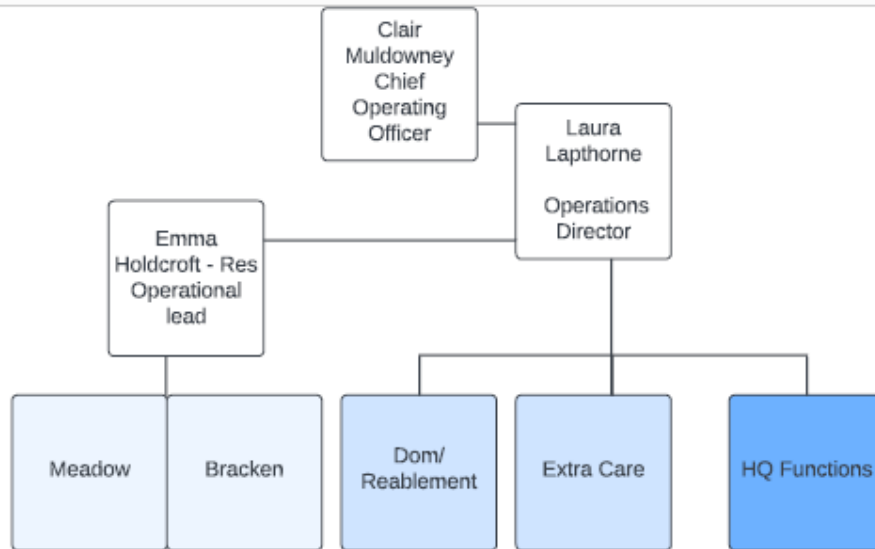
59. Nexus Care will continue to review and improve processes and ways of working and invest in systems that will allow services to reach a CQC 'Outstanding' rating and establish it as an employer of choice across Staffordshire.



Appendix 2

Nexus Care – Structure Chart





RESIDENTIAL HOMECARE DIVISION	HOMECARE INC EXTRA CARE AND REABLEMENT DIVISION	SUPPORTING FUNCTIONS
<p>Lisa L - Bracken House RM</p> <p>Claire M - Meadowyrthe RM</p>	<p>Kelly B - Brunel Court - Extra Care RM</p> <p>Emma H - School Court - Extra Care RM</p> <p>Erica M - Mill Rise - Extra Care - RM</p> <p>Erica M - Reablement/Stafford - DOM - BM</p> <p>Karen C - Cannock DOM - BM</p>	<p>Finance Officer</p> <p>Recruitment Manager</p> <p>Training Manager</p> <p>Marketing Officer</p>
<p>Plus 140 Staff</p>	<p>Plus 185 staff</p>	<p>Plus 3 Staff</p>



Appendix 3

Nexus Care – 2021/22

Annual Employee and Customer
Surveys

Nexus Employee Feedback November 2021

Monday, January 10, 2022

Powered by  SurveyMonkey

126

Total Responses

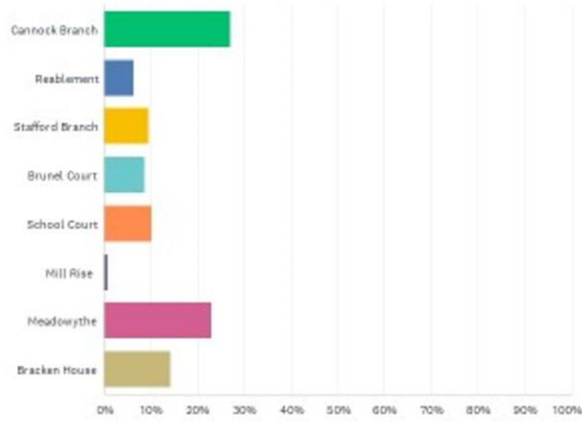
Date Created: Thursday, November 04, 2021

Complete Responses: 126

Powered by  SurveyMonkey

Q1: Which branch of Nexus do you work for?

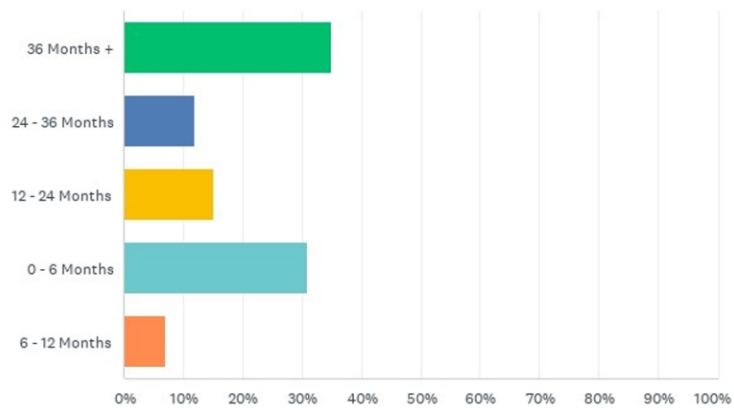
Answered: 126 Skipped: 0



Powered by  SurveyMonkey

Q2: How long have you worked for the company?

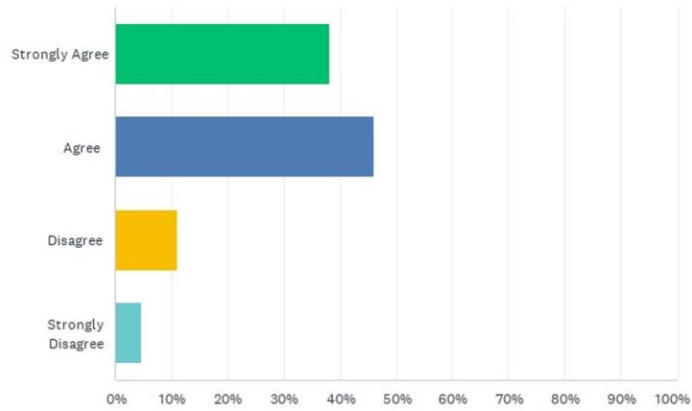
Answered: 126 Skipped: 0



Powered by  SurveyMonkey

Q3: I will still be working with Nexxus in 6 months time

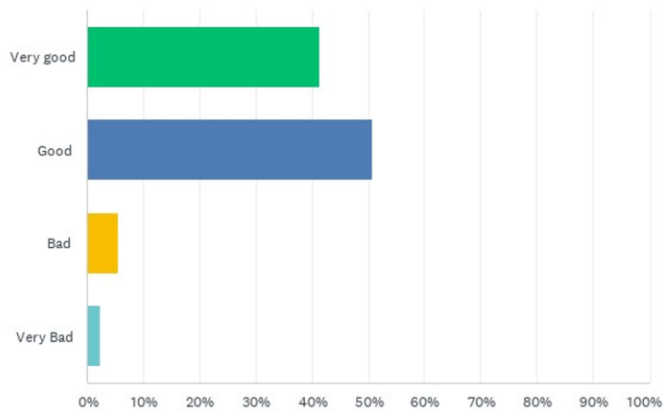
Answered: 126 Skipped: 0



Powered by  SurveyMonkey

Q4: How did you find your induction Training with Nexxus Care?

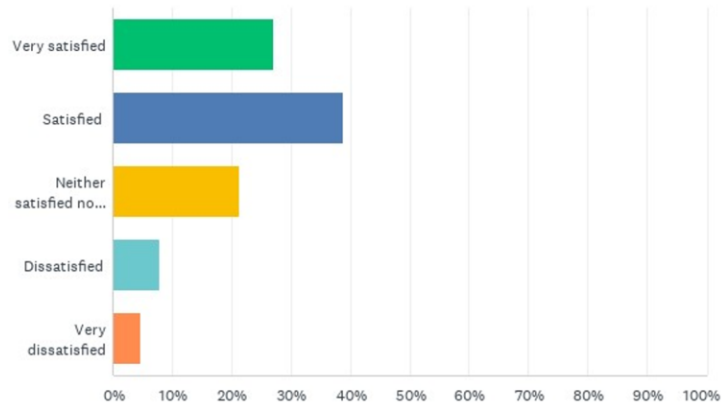
Answered: 126 Skipped: 0



Powered by  SurveyMonkey

Q5: Overall, are you satisfied or dissatisfied with your job?

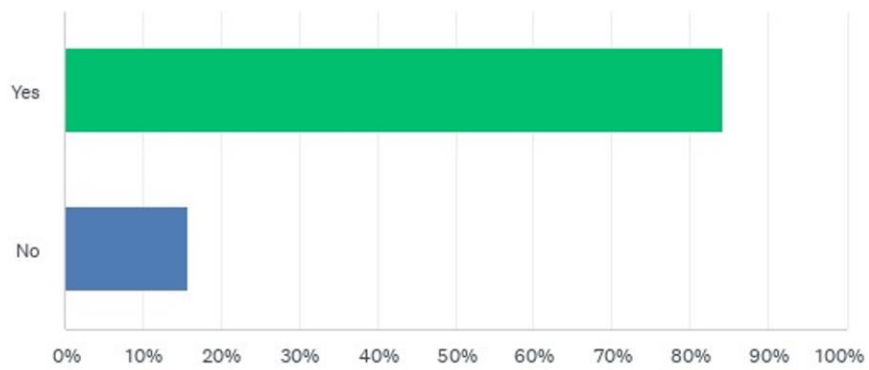
Answered: 126 Skipped: 0



Powered by  SurveyMonkey

Q6: Is your line manager approachable and supportive?

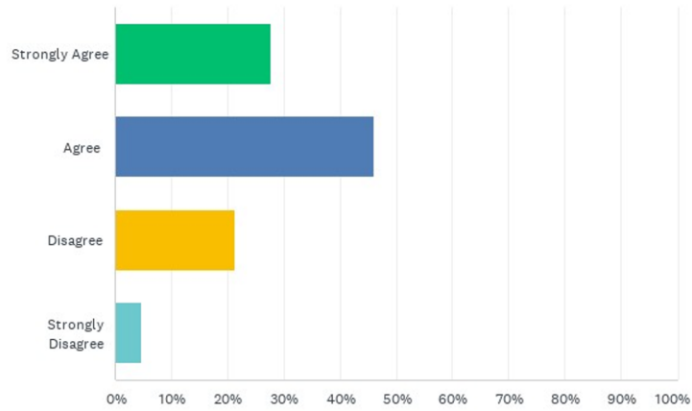
Answered: 126 Skipped: 0



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Q7: I have regular supervision with the branch, and I am able to ask for extra support if needed?

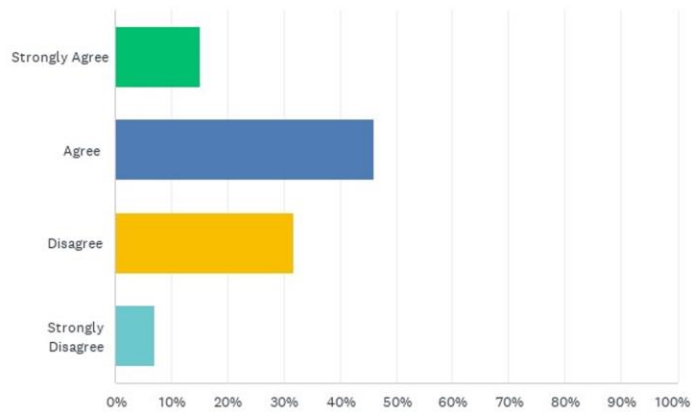
Answered: 126 Skipped: 0



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Q8: I believe issues raised are dealt with efficiently by the branch team

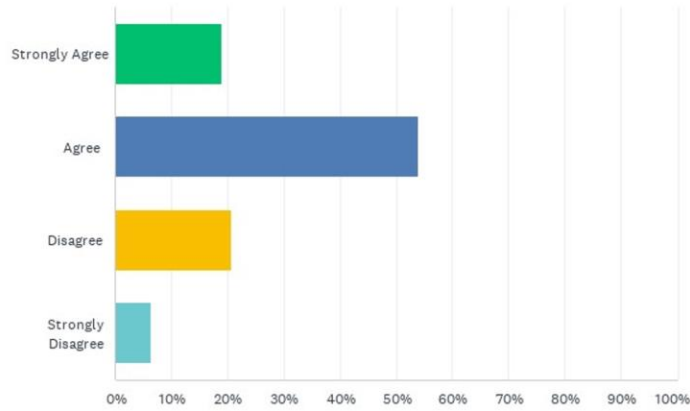
Answered: 126 Skipped: 0



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Q9: I would recommend Nexxus care as a place to work to family and/or friends

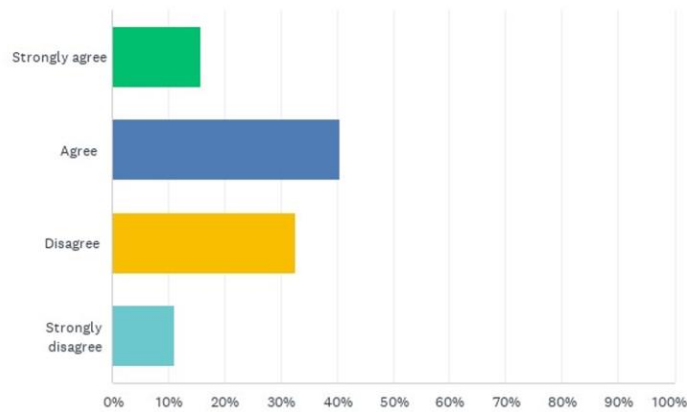
Answered: 126 Skipped: 0



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Q10: Do you feel valued for the work you do?

Answered: 126 Skipped: 0



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Service User Survey November 2021

Thursday, January 20, 2022

Powered by  SurveyMonkey

74

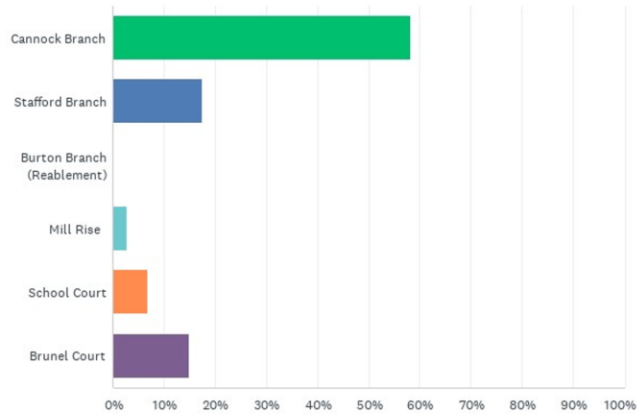
Total Responses

Date Created: Monday, January 10, 2022

Complete Responses: 74

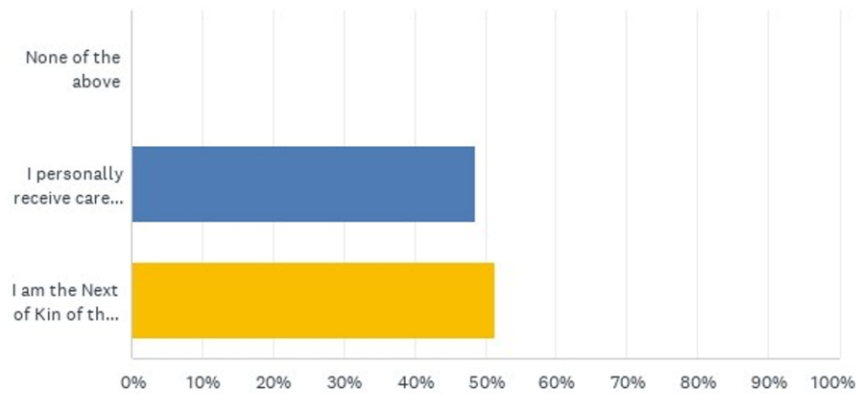
Q1: Which of the following is your local branch?

Answered: 74 Skipped: 0



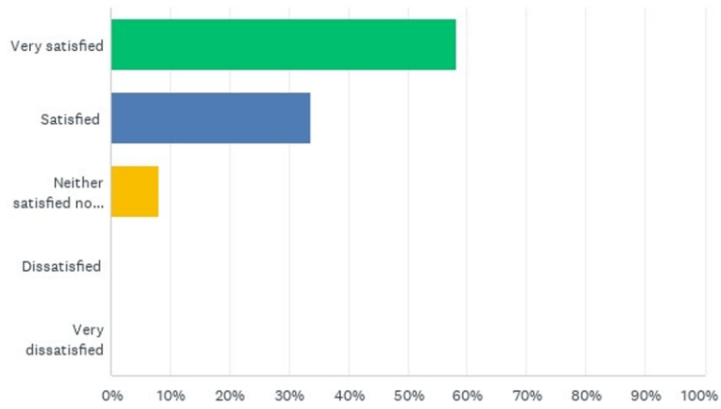
Q2: I am completing this survey as

Answered: 74 Skipped: 0



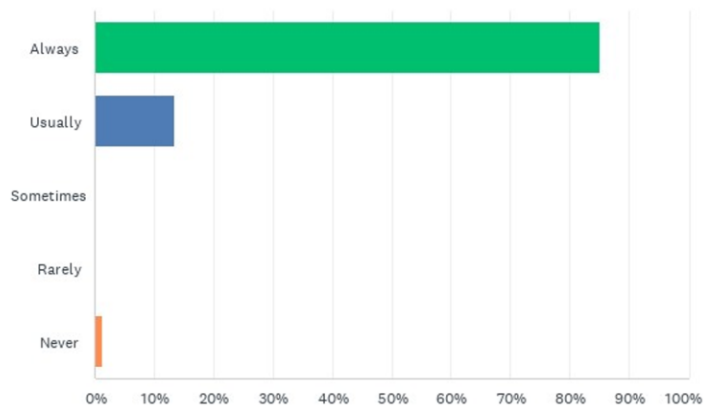
Q3: I am satisfied with the care I receive from Nexus Care

Answered: 74 Skipped: 0



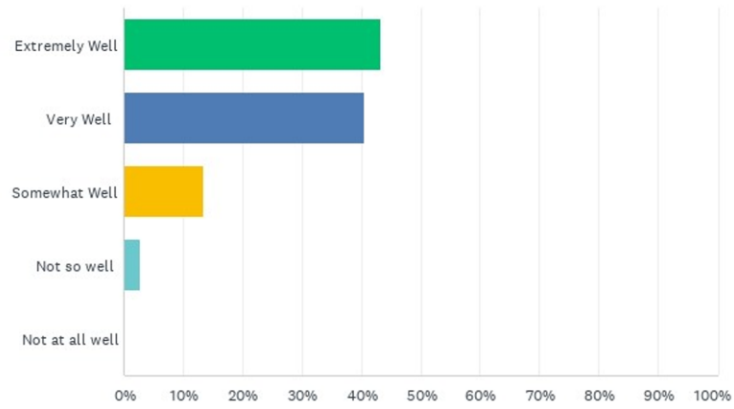
Q4: My care staff always treat me with dignity and respect

Answered: 74 Skipped: 0



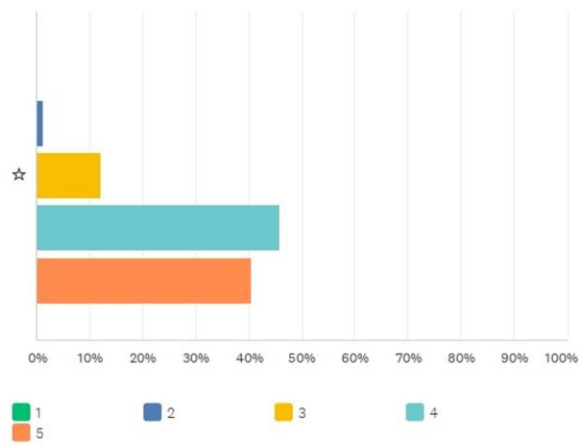
Q5: How well does our service meet your needs?

Answered: 74 Skipped: 0



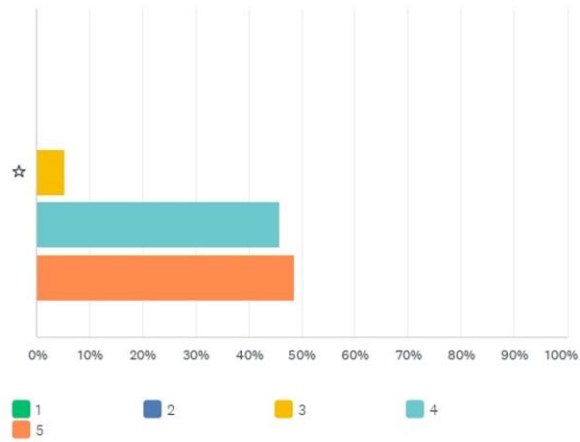
Q6: How would you rate the quality of our care service?

Answered: 74 Skipped: 0



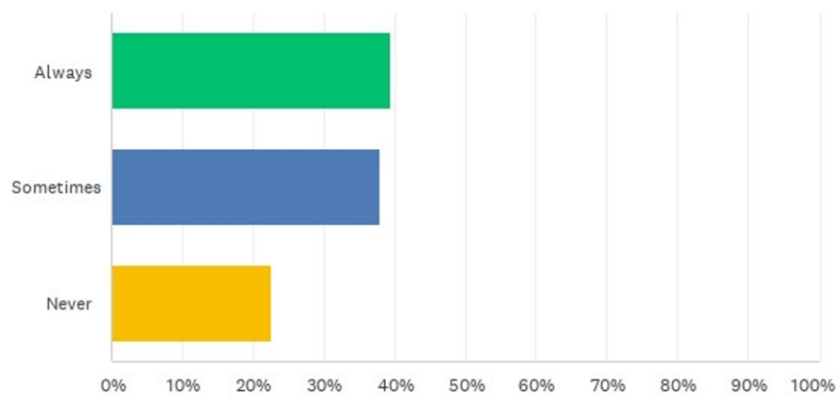
Q7: How do you rate the professionalism of your carers? Including attitude and appearance

Answered: 74 Skipped: 0



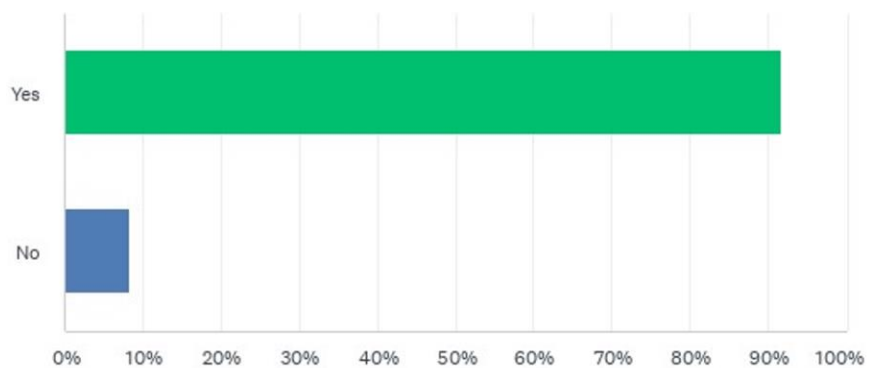
Q8: Are you made aware of any changes to your call/expected carers?

Answered: 71 Skipped: 3



Q9: Would you recommend Nexus Care to family/friends?

Answered: 73 Skipped: 1



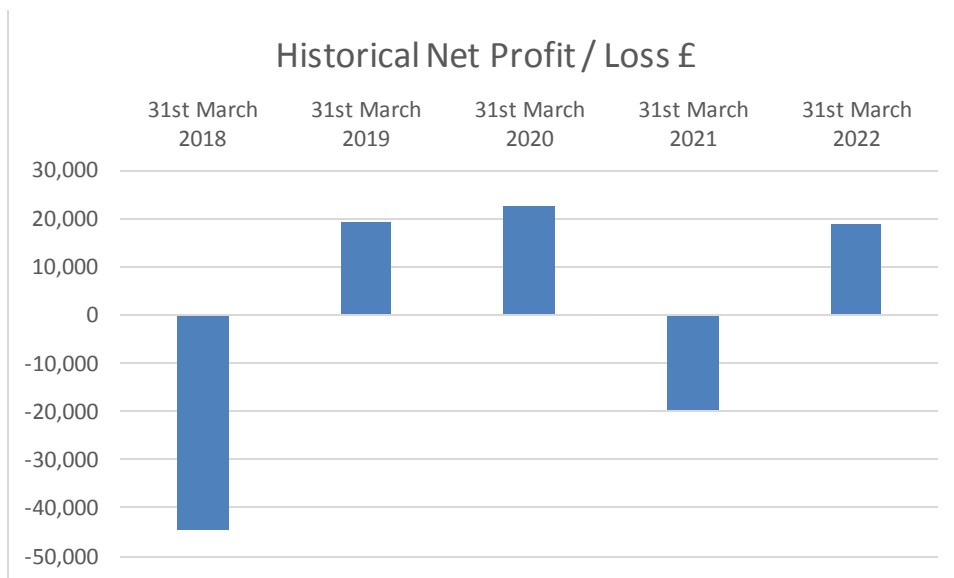
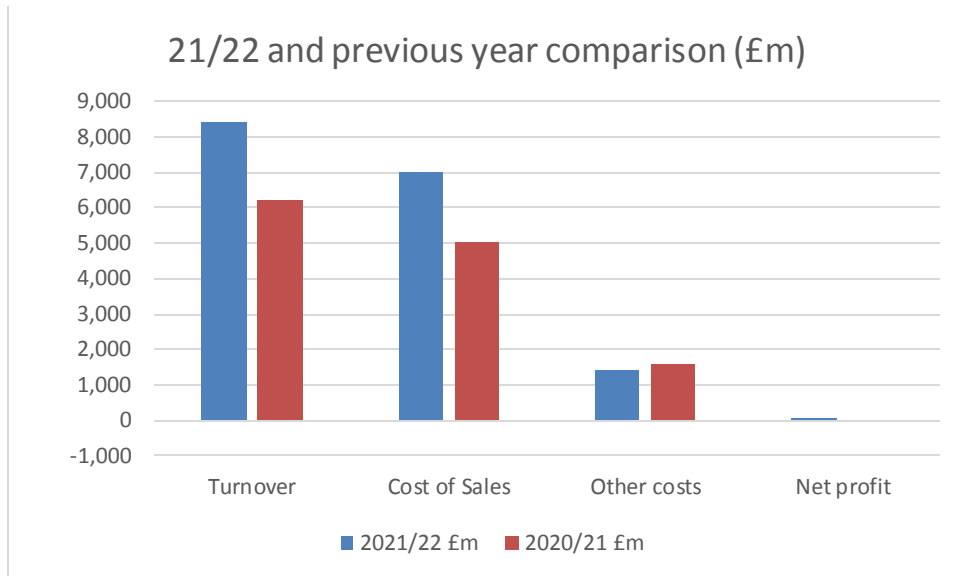


Appendix 4

Nexus Care – Annual Accounts
2021/22

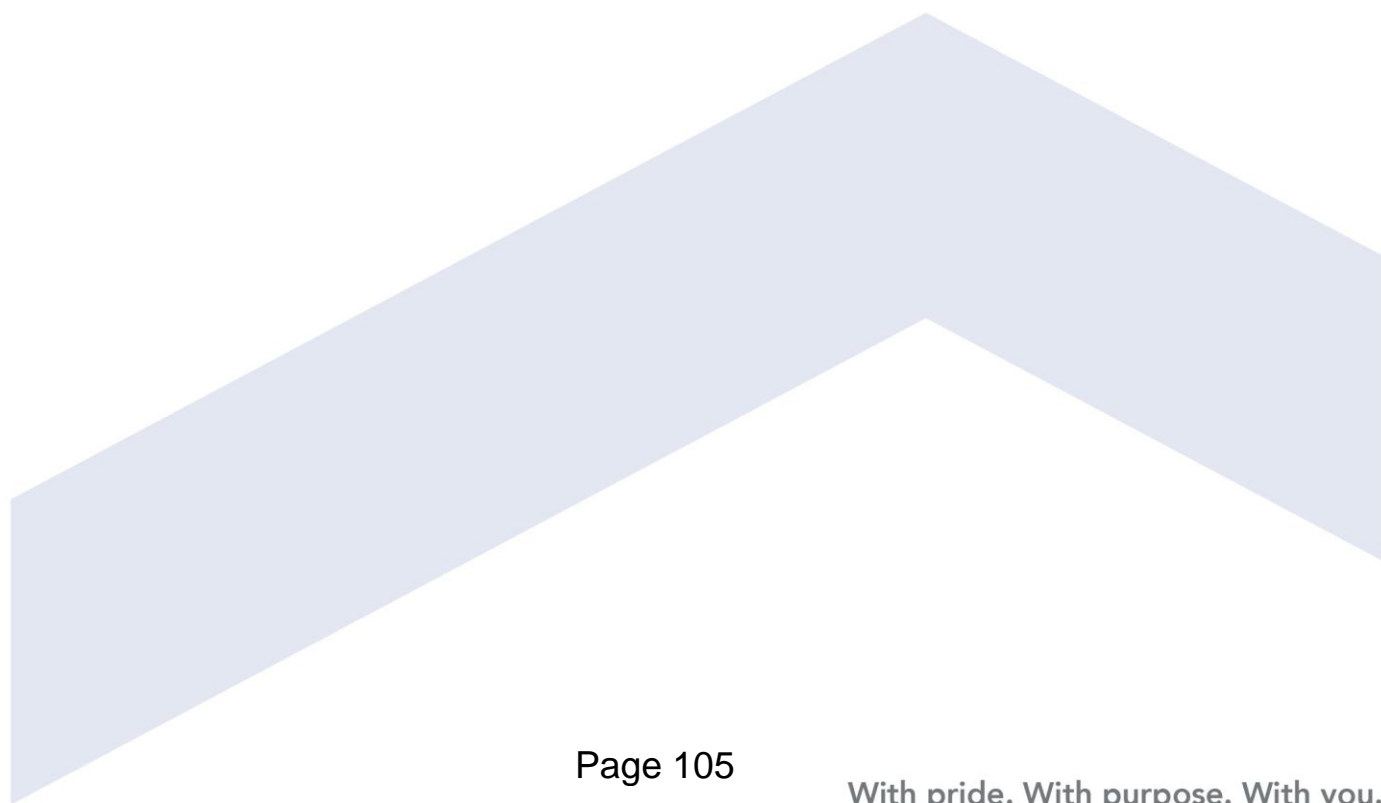
2021/22 Accounts Summary

Profit / Loss summary



Analysis of Profit / (Loss) over service areas

Home Care / Reablement	£ 23,335
Residential	0
Extra Care	(4,544)
	£ 18,791



Cabinet Meeting on Wednesday 19 October 2022

Final Recommendations for the Future Commissioning Arrangements for Supported Living Services in Staffordshire



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

“Supported living services give people with physical and learning disabilities, mental health issues the care and support they need, while also ensuring they can be as independent as they wish. It is important that the services provided offer good quality care, promote independence, and offer the best value for money.

“After talking to our service users, providers and other stakeholders, it is clear they want us to ensure we get the best quality of care from our contracting arrangements, one that builds

on people’s strengths, promotes independence, and allows them to achieve the outcomes they want.”

Report Summary:

This report is to detail the outcome of the engagement undertaken with stakeholders and final recommendations for the future commissioning arrangements for Supported Living Services in Staffordshire.

Recommendations

I recommend that Cabinet:

- a. Note the outcome of the engagement undertaken as part of the recommissioning of Supported Living services in Staffordshire.
- b. Approve final recommendations for the future commissioning arrangements for Supported Living Services in Staffordshire as set out in paragraphs 8 to 12.
- c. Approve the further extension of the Dynamic Purchasing System (DPS) for commissioning Supported Living until 30th June 2024.

Cabinet – Wednesday 19 October 2022

Final Recommendations for the Future Commissioning Arrangements for Supported Living Services in Staffordshire

Recommendations of the Cabinet Member for Health and Care

I recommend that Cabinet:

- a. Note the outcome of the engagement undertaken as part of the recommissioning of Supported Living services in Staffordshire.
- b. Approve final recommendations for the future commissioning arrangements for Supported Living Services in Staffordshire as set out in paragraphs 8 to 12.
- c. Approve the further extension of the Dynamic Purchasing System for commissioning Supported Living until 30th June 2024.

Local Member Interest:

N/A

Report of the Director for Health and Care

Reasons for Recommendations:

1. Supported Living schemes offer housing along with care and support for people with learning disabilities, autism, mental health problems and/or physical disabilities. Housing is typically funded by housing authorities and provided by a social landlord. Where people are eligible for care and support then this is funded by the Council and provided by an appropriate care provider.
2. The Council currently funds a total of 509 Supported Living placements with 81 care providers, 433 in county and 76 out of county, at a total gross annual cost of £28.9 million. This includes:
 - a. 426 Supported Living placements with 70 care and support providers paid by the Council, 364 in county and 62 out of county, at a total gross annual cost of £25.7 million.
 - b. 83 Supported Living placements with 32 providers funded through Direct Payments, 69 in county and 14 out of county, at a total gross annual cost of £3.2 million.

3. On 19 January 2022 Cabinet considered current arrangements and associated issues in Supported Living as well as proposals for future commissioning arrangements and:
 - a. Endorsed the outcome of an options appraisal for future commissioning arrangements for Supported Living services in Staffordshire.
 - b. Approved engagement with stakeholders to discuss the options and proposals.
 - c. Requested that feedback from stakeholders be used to refine the options appraisal and develop recommendations for future commissioning, with these recommendations to be brought to a future Cabinet meeting for approval.
 - d. Used the additional one-year contract extension available in the current Supported Living contracts to extend these contracts until 30th September 2023.
4. This report includes the process and outcomes from stakeholder engagement. The feedback received has been used to develop the final recommendations for future commissioning arrangements for Supported Living services in Staffordshire.

Stakeholder engagement

5. For the stakeholder engagement the Council engaged with 34 people in Supported Living placements, 36 parents and carers, 28 housing providers, and 26 care providers, District and Borough Council housing departments, social work staff, the NHS, and teams across the Council involved in commissioning Supported Living.
6. Feedback from stakeholders included that the Council should:
 - a. Be clear about what should be expected from Supported Living, as well as local demand and the capacity required.
 - b. Continue to engage with stakeholders to shape the details of Supported Living services.
 - c. Review the proposed numbers of care providers in the block contract arrangements due to concerns over lack of choice and putting pressure of the proposed flexible framework.
 - d. Set prices that allow care providers to offer quality and financially viable services.
 - e. Ensure business opportunities for larger and more experienced care providers as well as medium and small businesses and new entrants to the market.
 - f. Explore the potential to work with care providers using Individual Service Funds as an alternative to direct payments

- g. Set contracts for as long as possible to allow time for care providers to invest in Staffordshire
 - h. Ensure that Supported Living schemes qualify as specialist supported housing and allow tenants to access the full range of benefits.
 - i. Ensure that future commissioning arrangements are compatible with greater integration with the NHS.
 - j. Be mindful of the risk that care provision in-house or through a Local Authority Trading Company might destabilise the care market.
 - k. Improve communication between care providers and families.
7. A report was presented to the Health and Care Scrutiny Committee on the 3rd October 2022 detailing the outcomes of stakeholder engagement and the final recommendations. Feedback from the Committee included:
- a. It would be useful to talk to the NHS about their own commissioning of Supported Living to see if arrangements can be integrated.
 - b. Consideration should be given to ensure that contracts are long enough to give providers sufficient time to invest in the services.
 - c. Confirmation that all of the District and Borough Councils had been involved in workshops to develop the model.
8. Details of the process and outcomes from stakeholder engagement are included in Appendix 1.

Final Recommendations

9. **Definition of Supported Living.** Supported Living should be defined as care and support provided for people with disabilities in a specialised housing scheme provided by registered housing providers. Where the care and support involve personal care and/or administration of medication, the care provider is required to be registered with the Care Quality Commission (CQC).
10. **Model of Supported Living.** Supported Living should have staff shared across a number of people in the scheme – typically four to six people - with additional 1:1 support provided for individuals, if necessary, based on their assessed eligible needs.
11. **Procurement and contracting arrangements.** Procurement of Supported Living should be with three tenders:
- a. All highly complex (around 65 people; 15% of contracted placements) would be procured by block contract from around 5 care providers with lots defined by geography. This would enable care providers to specialise and develop the necessary staff expertise and environmental adaptations to support these individuals. It would also allow individuals placed out of county to be repatriated to Staffordshire where their

needs could be better met locally. Detailed discussions would be held with potential providers to ensure that demand is met and gaps in provision are filled.

- b. All complex individuals (around 300 people; 70% of contracted placements) would be procured by block contract from around 15 care providers with lots defined by geography. This would enable the Council to fill vacancies, benefit from economies of scale and establish a productive partnership with care providers and housing providers. It would also facilitate the development of a 'core and cluster' model using staff flexibly across more than one scheme. Detailed discussions would be had with potential providers to ensure demand is met and gaps in provision are filled. Systems would be put in place to manage capacity and fill vacancies.
 - c. The block contracts above would be for a minimum of 5 years and a maximum of 10 years. This would give care providers a reasonable guarantee of long-term business and should enable investment in staff expertise and environmental adaptations.
 - d. Remaining highly complex and complex individuals as well as less complex individuals would be procured by a flexible framework agreement from care providers appointed at the start of the contract. The framework would be periodically reopened to allow the Council to appoint additional care providers where there is unmet demand or gaps in service provision that cannot be filled by block contracting arrangements. Lots would be defined by complexity of need and geography. This would enable capacity to be flexed to meet demand and ensure that sufficient placements are available.
 - e. A small number of current placements are ad hoc arrangements provided by Personal Assistants or other community services rather than Supported Living by the new definition. Suitable alternative contractual arrangements would be established for these, using existing arrangements if possible or through approval of new arrangements if necessary.
12. **Pricing.** A series of weekly rates for Supported Living services should be set according to complexity of need, size of the scheme and number of placements commissioned. These would be determined by a cost of care exercise. Contracted placements would be paid on the basis of achieving outcomes for the individual, potentially using Individual Service Funds. This would allow care providers to flex the support they offer between individuals and across schemes without the need to continually request an assessment or review for minimal changes in needs. A change in payment from net to gross will be implemented in line with residential

services, with the Council collecting people's own contribution to the cost of their care. People would still have the option of taking Direct Payments and using these to buy Supported Living, with existing Direct Payments will be reviewed to ensure that people are clear about their roles and responsibilities in managing their accounts.

13. **Quality assurance and care provider development.** Contracts would specify quality requirements including the care providers are compliant with CQC standards and providers adopt strengths-based approaches. The Council would work with care providers to develop their skills and facilities, especially in managing challenging behaviour, in order to minimise the use of 1:1 support. 1:1 is highly intrusive and should be avoided, if possible, although there would be some individuals who require this level of support in order to remain safe. For less complex individuals, care and support would have a reablement focus to maximise people's independence.
14. The Council already provides Supported Living services at Horninglow Bungalows in Burton on Trent. The role of in-house provision and/or for Supported Living services provided by Nexxus or another Local Authority Trading Company is being explored. These options may be necessary in the event that there are one or more failed tenders. Any recommendation to alter in-house and/or Local Authority Trading Company provision would be put to a subsequent Cabinet meeting if necessary.

Benefits

15. The benefits to this approach are:
 - a. The Council will set clear expectations about Supported Living, the capacity required, and the services expected from care providers.
 - b. The Council will be able to develop relationships with a smaller number of care providers over a long period, which will enable investment in staff expertise and environmental adaptations.
 - c. Stronger working relationships with District and Borough Council housing departments.
 - d. Flexible use of staff within and between schemes to support sustainability and productivity of services.
 - e. Strengthened quality assurance and contract management and the ability for the Council to work with care providers to develop and enhance their skills and facilities.
 - f. Better communication between care and support providers and families.
 - g. Opportunities to allow individuals placed out of county to be repatriated to Staffordshire where their needs could be better met locally.

- h. Better market control to be able to balance needs and future demands against availability of services.

Risks

16. There are a number of risks that will be managed during implementation:

- a. **Procurement.** There is a risk of insufficient interest from care providers. This will be mitigated by a transition plan and market engagement prior to tender. Contingency plans are being developed for an incomplete response to tender for the block contracts. There is also a risk of complaints from unsuccessful care providers. This will be mitigated by open and transparent competition in line with the Public Contracts Regulations 2015.
- b. Impact on individuals in receipt of services. If existing care providers for a Supported Living scheme are not successful through the tender process, then the contracts will transfer to new care providers. For the vast majority of residents' their housing arrangements are separate, and their tenancy rights will be unaffected. Their care will transfer to the new provider – or they will be able to take a Direct Payment and choose their own provider. As we plan for the transfer of care from current to new providers, we will work with the individuals affected to ensure that they are aware of the options available to them. For the small number of residents who have care and housing arrangements with the same company we will work with them to determine the most appropriate future arrangements.
- c. **Staffing.** Where new care providers are appointed to a Supported Living scheme then staff should be eligible to transfer to the new employer under TUPE. There is a risk that staff are lost during transfer. This will be mitigated by close working with incoming and outgoing care providers to ensure that staff are retained.
- d. **Housing.** There is a risk that housing providers are reluctant to work with new care providers. This will be mitigated by engagement with housing providers as well as District and Borough Council housing departments during the procurement process.
- e. **Pricing.** Prices set too low risks compromising the quality and/or financial viability of services; too high and there is a risk of poor value for money for taxpayers. This will be mitigated by careful modelling of costs and engagement with the market prior to the procurement process.

- f. **Change in registration.** There is a risk that some Supported Living schemes are unable to operate in line with the new model for Supported Living and had to change their registration to a residential home. This will be mitigated by engagement with current and prospective care providers as well as housing providers prior to and during the procurement process to understand the risks as they apply to any individual scheme.

Next steps

17. If the recommendations are approved then the plan is for the block contracts to be tendered in March 2023 with a contract start date of December 2023, and for the flexible framework agreement to be tendered in January 2024 with a contract start date of June 2024. This timeline gives adequate time for engagement with care providers prior to tender and ensure that the procurement process is compliant with legal requirements.
18. The timeline requires an extension of the current Dynamic Purchasing System (DPS) for commissioning Supported Living until 30th June 2024. Use of the DPS would decrease once the block contracts have started.
19. The Council are committed to continue to work with stakeholders to shape the details of Supported Living services including to ensure that they are compatible with greater integration with the NHS.

Link to Strategic Plan

20. The recommended approach to Supported Living would contribute to the following properties with the Strategic Plan:
- a. Support Staffordshire's economy to grow, generating more and better-paid jobs.
 - b. Encourage good health and wellbeing, resilience and independence.
 - c. Offer every Staffordshire child and young person the best start in life, and the chance to achieve their potential.

Legal Implications

21. The proposals are consistent with Care Act 2014 as well as the Public Contracts Regulations 2015.

Resource and Value for Money Implications

22. Supported Living services are currently operating within budget and there are no further savings targets in the Medium-Term Financial Strategy.
23. The recommended future commissioning arrangements will improve value for money by:
- Reducing the number of providers and allowing greater economies of scale.
 - Ensuring a fair and consistent price for care based on an objective and transparent methodology.
 - Allowing processes to be streamlined to reduce administrative for the Council and care providers.

Climate Change Implications

24. There are no climate change implications arising as a result of this report. Climate Change has been considered as part of the Community Impact Assessment detailed in Appendix 2.

List of Background Documents/Appendices:

Appendix 1 - Feedback from stakeholders on the future commissioning arrangements for Supported Living Services in Staffordshire

Appendix 2 – Community Impact Assessment

Contact Details

Assistant Director: Andrew Jepps, Assistant Director, Care Commissioning

Report Author: Sarah Taylor
Job Title: Commissioning Manager
Telephone No.: 01785 277089
E-Mail Address: sarah.taylor@staffordshire.gov.uk

Appendix 1 - Feedback from stakeholders on the future commissioning arrangements for Supported Living Services in Staffordshire

1. This briefing is to provide an overview of all stakeholders the Council have engaged with as part of this process and a summary of the feedback.

Stakeholders engaged with to discuss Supported Living options and proposals

Service Users who reside in Supported Living Settings

2. Asist Advocacy Services supported the Council to engage with service users who reside in supported living settings. 39 providers were contacted to support with the request for feedback either via a questionnaire or an in person visit. 15 of these providers engaged in the process and a total of 34 individuals took the opportunity to share their views with the Council.
3. The 34 service users that took part represented a mix of learning disability, mental health and physical disability placements as well as a mix of models of support for example shared homes and flat schemes.

Families and Carers

4. The Council offered families and carers various options to engage which included an online questionnaire via MS Forms, a drop in event in each district of Staffordshire or to feedback by telephone call or email.
5. In total 36 families and carers engaged with the Council and they represented a mix of learning disability, mental health and physical disability placements as well as a mix of models of support for example shared homes and flat schemes.

Care and Support Providers

6. A briefing paper and questionnaire were distributed to all care and support providers where the Council currently have a placement with, and all providers signed up to the Supported Living DPS. This equates to over 200 providers. Providers were also invited to an engagement session to discuss the recommission via MS Teams.

7. At the point of writing this report, the Council have 424 placements with 65 providers. 18 (28%) of the 65 providers have placements outside the County of Staffordshire.
8. 20 providers completed the questionnaire, and an additional 6 providers attended the engagement events. Of the 26 (40%) care and support providers that engaged with us, they have a total of 186 (44%) the Council Supported Living placements.
9. The 186 placements also represented a mix of learning disability, mental health and physical disability placements as well as a mix of models of support for example shared homes and flat schemes.

Housing Providers

10. A total of 28 housing providers were approached to engage in this process. A total of 8 providers engaged via a MS Team event, email or phone call to gain their views on this process.

Local district and borough councils

11. All eight district and borough councils were invited to a MS teams meeting to discuss the recommissioning. Staff were invited from the Revenues and Benefits departments.

Internal Council Teams

12. As per the Cabinet Report presented in January 2022, SCS have engaged with the following internal teams
 - a. Social Worker Teams which included children's, learning disability, mental health and physical disability teams
 - b. Commercial which included procurement and contract management
 - c. Brokerage
 - d. Finance
 - e. Legal which included contracted and adult social care legal teams
 - f. ASC Pathway
 - g. Information Governance

The Council also engaged with the following additional internal teams:

- h. Health (joint link with social care)
- i. Care Director
- j. Quality Assurance
- k. District Strategic Delivery Managers

I. Older People and Physical and Sensory Disability Commissioning Team

Summary of feedback received on the proposals

- 13. Stakeholders were supportive of the process the Council had followed in terms of the options appraisal and the results that it yielded.
- 14. Overall, the feedback received on the options and proposals were positive. Concerns were raised over the current Supported Living Dynamic Purchasing System (DPS) that is in place, that echoed the Council’s own concerns that we have shared with stakeholders and that was documented in the initial cabinet report that was presented in January 2022.
- 15. Stakeholders recognised the need to change the way the Council currently works to support in resolving the current issues the Council and stakeholders are experiencing and to meet the key objectives for the future service.
- 16. Key feedback which has impacted on final proposals is as follows:

Key Feedback Item	Result of Feedback
<p>a. Continued engagement with stakeholders as part of the recommissioning of supported living once final decision has been made by Cabinet. Stakeholders are keen to support the development of the proposed model and shape the service specification. Process will enhance communication and stakeholder partnership approach overall.</p>	<ul style="list-style-type: none"> • For Service Users, Asist will support the Council to develop a subgroup to ensure full engagement of service users in the recommissioning process. • A subgroup will also be formed to allow families and carers to engage in the process. • A Supported Living Care and Support Provider Forum will be set up. • All 3 groups noted above will be established and first meetings to be held in October 2022. • An internal stakeholder bulletin will be developed to share with all internal SCC teams including all social work teams. • A Supported Living project group has been formed with

	<p>key leads from internal SCC teams and social work teams to discuss current operational issues and the recommissioning. This group meets on a 6-weekly basis.</p> <ul style="list-style-type: none"> • A dedicated supported living page on the SCC website will be set up to allow stakeholders to view progress on the project. <p>To maximise the opportunity for co-design with the above groups different communication tools and methods for sharing information are being reviewed.</p>
<p>b. To be clear on the definition of supported living and what is included in this for example the model of care that the Council wish to be delivered and what is the Council's responsibility to pay for.</p>	<p>Summary definition included in Glossary. Please also refer to paragraph 6a of Scrutiny Report. This will form part of the Stakeholder engagement as stated in 16a above. SCC will engage with stakeholders over this and agree final definitions of cohorts of service users.</p>
<p>c. Concerns were raised over the numbers of providers suggested for all highly complex individuals and most complex and less complex individuals. It was agreed that the number of providers is too small, and consideration should be given to increase this figure. This is due to providers working in cycles and not all may have the ability to take on new placements immediately. Concerns were raised that if a smaller number of providers were block contracted that it would put pressure on the flexible framework providers</p>	<p>Please refer to paragraph 6a and 6b of Scrutiny Report. Numbers of providers have changed:</p> <ul style="list-style-type: none"> • Previously 1-3 providers for complex individuals. This has now changed to 5. • Previously 8-12 providers for non-complex individuals. This has now changed to 15.

<p>or there will be a need to commission a placement outside of the new arrangements. Smaller numbers of providers may lead to a lack of choice for the service user.</p>	
<p>d. Robust quality assessment does need to be completed up front to enable the Council to contract with providers who are skilled and experienced in working with all service users, whilst also not alienating new providers or Social Micro Enterprises (SMEs) from the market.</p>	<ul style="list-style-type: none"> • Please refer to paragraph 8 of the Scrutiny report. A full robust quality assessment will be completed prior to appointment onto the new contracting arrangements, instead of at point of call off which is what currently happens now. • Pre-engagement work will be done with all providers to support them to be prepared for the release of the procurement tenders and reasonable adjustments will be made to ensure that SMEs are able to access and take part fully in the procurement exercise.
<p>e. To be clear on cohorts of service users. To be clear on the definition of these to avoid confusion or debate.</p>	<p>Please refer to paragraph 6a and 6b of the Scrutiny Report.</p>
<p>f. Suggested that the use of Individual Service Funds is explored. This is a tri-party agreement between the service user, the Council and the care and support provider to offer flexible personalised support.</p>	<p>Please refer to paragraph 7 of the Scrutiny Report.</p>
<p>g. Contracts need to be as long as possible to allow providers the time to invest in Staffordshire. The specification will need to be</p>	<p>Please refer to paragraph 6c of the Scrutiny Report. SCC will ensure the final specification, once drafted and finalised will be future proofed and</p>

future proofed and fit for purpose to last for the duration of the contract.	allowing for variations over the contract term to provide some flexibility for care providers to meet changing environments and needs as appropriate.
h. The rates proposed need to be financially viable and sustainable to allow for quality, investment and contract term length.	Please refer to paragraph 7 of the Scrutiny Report.
i. Future arrangements are to be fit for potential integration with health.	SCC will ensure that there is a clause in the final contract to allow for health partners to utilise either the block contracting arrangements and the flexible framework to secure care and support if required.
j. Will support with financial stability of care and support and housing providers to prioritise voids when contracted arrangements in place.	Please refer to paragraph 6a and 6b of the Scrutiny Report. As the proposal to is to move to block contracted arrangements, voids will be prioritised as part of this arrangement.
k. The block contracting arrangement will allow for tighter market control and to stop housing providers setting up new services without prior consent of the Council.	The new proposed arrangements will allow SCC to have more strategic conversations with housing and care and support providers around what provision is required. Better working relationships have been developed with district and borough councils as part of the engagement process and is ongoing in terms of communicating around new housing developments.
l. Need to ensure supported living housing qualifies as specialist support housing as is provided by registered providers to ensure service users can access the correct benefits and for the home to be affordable to live in.	This links into 16 k above. Several private and profit-making housing providers are setting up services which are expensive and not in line with specialist supported housing guidance. Expectations will be made clear in contracts in terms of housing providers so ensure our

	service users can access affordable accommodation which is fit for purpose and maintained to a high standard.
m. Concerns were raised around the suggestion of a Local Authority Trading Company (LATC) or inhouse model only to deliver care and support to the most complex individuals. It was felt that this could destabilise the existing market. The Council would be at high risk if for any reason the LATC / In house model happened to fail as no additional secure contracting method would be in place to support taking over care on that scale.	Please refer to paragraph 9 of the Scrutiny report.
n. In addition to the above feedback about the recommission, the Council have received invaluable feedback which will support development of details within the service specification for supported living.	All feedback will be reviewed and utilised to draft and finalise the specification and terms and conditions of the contract.
o. Constructive feedback has been received about the current Council teams and processes which will be shared accordingly with the teams involved.	Policies, processes, and guidelines will be streamlined and updated to reflect feedback received from stakeholders and shared as part of the Supported Living Project Group noted in section 16 a above.

Community Impact Assessment

Final Recommendations for the Future Commissioning Arrangements
for Supported Living Services in Staffordshire

Sarah Taylor, Commissioning Manager

Date Tuesday, 11 October 2022

➤ **Equality Assessment**

The Public Sector Equality Duty is part of the Equality Act 2010 and this Duty requires us as a public body to have ‘due regard’ to eliminating discrimination, harassment and victimisation and any other conduct that is prohibited by or under the Act. It requires us to advance equality of opportunity and foster good relations between people who share a ‘relevant protected characteristic’ and people who don’t.

Protected Characteristics	Benefits	Risks	Mitigations / Recommendations
<p>Age - older and younger people</p>	<p>The new contracting arrangements will allow for all service users aged 16+ with assessed eligible needs to access care and support. This will allow sufficient time to plan for services for when a service user reaches their 18th birthday.</p>		
<p>Disability - people who are living with different conditions and disabilities, such as: mental illnesses, long term conditions, Autism and other neurodiverse conditions, learning disabilities, sensory impairment and physical disabilities.</p>	<p>The new contracting arrangements will ensure the Supported Living provider market delivers quality care, meets demand, and delivers outcomes to prevent, reduce and delay needs and enable independence.</p> <p>SCC will develop a</p>	<p>Risk of complaint and challenge.</p> <p>Service Users who currently receive their support from a non-contracted Provider may be required to transition to a new Provider if:</p>	<p>Project currently in progress which is moving non contracted placements onto a contracted footing. This is anticipated to be completed by January 2023.</p> <p>All proposed ways of working will align with The Care Act (inclusive of Choice Policy) TUPE may be applicable in certain circumstances, thus providing the</p>

Protected Characteristics	Benefits	Risks	Mitigations / Recommendations
	<p>thriving care market which can prevent, reduce, and delay needs, are asset focussed and promote independence.</p> <p>The process for making placements will be simplified and streamlined for all stakeholders involved.</p> <p>Service users will receive support to meet their assessed eligible care and support needs in a timely way.</p> <p>Service users will be able to express choice and control, as per the Care Act, when selecting their support, but not at any cost.</p>	<ul style="list-style-type: none"> • Their current preferred provider wishes not to be a contracted provider. • Their current preferred Provider is not successful in joining the new arrangements and the Service User is not able to manage a Direct Payment to enable them to choose to remain with their current Provider. • They are not able to afford the required 'top up' – as per SCC Choice Policy, when exercising choice. 	<p>potential for continuity of staffing in particular circumstances.</p> <p>Completion of a Care Act compliant Asset Based Assessment and MCA (as appropriate)</p> <p>Project underway to look at the option to use Individual Service Funds (ISF) which is a tri-party agreement with the Service User, Care and Support provider, and the Local Authority. If successful, this will provide an alternative option to a contracted provider and for a Service User to take a Direct Payment. A final report for recommendation will be compiled.</p>
Gender reassignment - those people in the process of transitioning from one sex to another	N/A	N/A	N/A
Marriage & Civil Partnership - people who are married or in a civil partnership should not be treated differently at work	N/A	N/A	N/A

Protected Characteristics	Benefits	Risks	Mitigations / Recommendations
Pregnancy & Maternity - women who are pregnant or who have recently had a baby, including breast feeding mothers	N/A	N/A	N/A
Race - people defined by their race, colour, and nationality (including citizenship) ethnic or national origins	N/A	N/A	N/A
Religion or Belief - people with any religious or philosophical belief, including a lack of belief. A belief should affect a person's life choices or the way they live for it to be considered	N/A	N/A	N/A
Sex - men or women	N/A	N/A	N/A
Sexual orientation - whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes	N/A	N/A	N/A

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➤ **Workforce Assessment**

Who will be affected – consider the following protected characteristics: age, disability, gender reassignment, marriage & civil partnership, pregnancy & maternity, race, religion or belief, sex and sexual orientation	Benefits	Risks	Mitigations / Recommendations
SCC staff will only be affected if an agreement is reached to use a Local Authority Trading Company (LATC) or additional inhouse supported living services.	This will mean an increase in job opportunities.	If an LATC / additional inhouse supported living services are utilised there could be risk of complaint from providers around potential destabilisation of the market.	Project currently being undertaken to understand the benefits of an LATC or additional inhouse supported living services. Risks will be accounted for and a proposal for consideration will be drafted for final Cabinet decision.

Key considerations	Benefits	Risks	Mitigations / Recommendations
<p>A key priority within our Strategic Plan is to 'Encourage good health and well-being, resilience and independence'.</p>	<p>The new contracting arrangements will enable the Council to source care and support for our more complex clients with a range of needs in a simplified and consolidated commissioning approach to ensure the Council develops a thriving care market which can prevent, reduce, and delay needs, are asset focussed and promote independence.</p> <p>Subject to assessed eligible needs and the personalized outcomes identified, the provision of effective Supported Living will support service users (where they are able) to meet the domains within the Care Act.</p>	<p>Evidence of positive outcomes achieved within existing Supported Living services shows that without the right support at the right time, an individual's overall health and wellbeing may deteriorate.</p> <p>Potential for market not to be able to deliver support for service users that have complex needs.</p>	<p>Continued engagement with key stakeholders to ensure that supported living provision meets an individual's assessed, eligible care and support needs - ensuring those needs and outcomes are identified at the point of assessment. This will be achieved through processes such as service user reviews and contract management meetings.</p> <p>Stimulation of the market to ensure we have providers in the County that can support service users with complex needs.</p> <p>As part of the new contracting arrangements, all providers will be required to demonstrate that they meet minimum quality standards prior to appointment, including Care Quality Commission registration where appropriate.</p> <p>Clear Quality Assurance process will be implemented as part of the new contracting arrangements to ensure that quality of care is maintained.</p>

➤ **Communities Assessment**

Key consideration	Benefits	Risks	Mitigations / Recommendations
<p>How will the proposal impact on Staffordshire's communities?</p>	<p>The new arrangements will provide an opportunity to encourage and work with providers in a strength-based way to make more use of local community assets and services to increase independence such as through utilising community activities, volunteering opportunities which may result in reduced care support required.</p>	<p>Communities insufficiently resourced and/or equipped to meet any potential increase in need.</p> <p>Despite best efforts, via the new arrangements, to source local support opportunities, Providers may not wish to establish services in particular locations.</p>	<p>The recommission will work with the Public Health Supporting Communities Programme and People Helping People agenda to raise awareness and accessibility.</p> <p>Work with Provider marketplace and assessment and care management teams to identify and plug gaps in potential future services across Staffordshire.</p>

➤ **Economic Assessment**

Key consideration	Benefits	Risks	Mitigations / Recommendations
<p>A key priority within our Strategic Plan is to 'Support Staffordshire's economy to grow, generating more and better paid jobs'.</p>	<p>The new commissioning arrangements through block contracts with fewer providers will enable the Council to fill vacancies, benefit from economies of scale and establish a productive partnership with care and support providers and housing providers. It will facilitate the development of a 'core and cluster' model using staff flexibly across more than one scheme.</p> <p>The proposal for future pricing arrangements is for a range of weekly rates. This would allow providers to flex the care and support they offer between individuals and across schemes without the need to continually request an assessment or review</p> <p>This will provide the opportunity for existing</p>	<p>Risk of complaint and challenge from Providers (including increased risk of Provider failure) should SCC fail to set and implement sustainable rates.</p>	<p>Engagement will be undertaken with the marketplace with regards to a new contracting model, including the introduction of rates.</p> <p>Where appropriate, we will link providers to existing support schemes in terms of access to employment and support to retain employment.</p>

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Key consideration	Benefits	Risks	Mitigations / Recommendations
	<p>Providers to potentially expand their existing provisions in Staffordshire as well as encourage new Providers to the region where applicable to do so.</p> <p>With fewer providers better relationships can be made and links made with supporting organisations to allow service users to become active members of society and, where appropriate, gain employment / volunteering experience in a step-down model of care.</p>		

➤ **Climate Change Assessment**

Key considerations	Benefits	Risks	Mitigations / Recommendations
Our mission is to 'Make Staffordshire Sustainable', and we have made a commitment	The recommission provides an opportunity to work with care	Climate Change is not a primary responsibility	Progress and actions undertaken to reduce carbon footprints could be included in an annual report.

Key considerations	Benefits	Risks	Mitigations / Recommendations
to achieve net zero emissions by 2050 across every aspect of our service provision and estate.	<p>providers to reduce their carbon footprint by adding a requirement in the service specification.</p> <p>Promote the use of public transport through support schemes such as 'travel buddies'</p>	of the health and care directorate.	Information shared about ways to reduce carbon footprints and support schemes available.

Environment Assessment

Key considerations	Benefits	Risks	Mitigations / Recommendations
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?	Under the recommission there is opportunity for providers to review how they are meeting the agreed care needs of individuals in their care in terms of access to the local community and transport options.	Providers not meeting care requirements in terms of access to the community due to transport issues.	<p>Work with Provider marketplace and assessment and care management teams to try and identify potential future needs.</p> <p>Ensure providers are clear and in a position to deliver against care needs in terms of access to the community and transport.</p>

Cabinet Meeting on Wednesday 19 October 2022

High Needs Provision Capital Allocation Funding



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

“We want all children with special educational needs and disabilities (SEND) to be able to reach their potential by receiving the right support at the right time in their own communities, at their local school or nearest suitable place of education.”

“Supporting these projects will allow schools to make extra provision and increase their capacity to provide support where it can make a real difference.”

Report Summary:

Staffordshire County Council (SCC) will receive a total of £13,287,793 High Needs Provision Capital Allocations (HNPCA) funding covering financial years 2022-23 and 2023-24. The funding is to support local authorities to deliver new places and improve existing provision, within education settings, for children and young people with special educational needs and disabilities (SEND).

A public consultation was held during June and July 2022 on the proposals for the funding.

Approval is being sought to use the funding within Staffordshire Educational settings to:

- a. Increase access to mainstream placements for children and young people with high needs (who might otherwise require more specialist provision) with the development of resource bases;
- b. Increase the local availability of high needs places to help reduce the requirement for out of area placements/placements at independent special schools; and
- c. Approve the Director for Children and Families be given delegated authority to allocate the funding to the individual capital projects at educational settings.

Recommendations

I recommend that Cabinet:

Approve the utilisation of the funding within Staffordshire Educational settings to:

- a. Increase access to mainstream placements for children and young people with high needs (who might otherwise require more specialist provision) with the development of resource bases.
- b. Increase the local availability of high needs places to help reduce the requirement for out of area placements/placements at independent special schools.
- c. Approve the Director for Children and Families be given delegated authority to allocate the funding to the individual capital projects at educational settings.

Cabinet – Wednesday 19 October 2022

High Needs Provision Capital Allocation Funding

Recommendations of the Cabinet Member for Education (and SEND)

I recommend that Cabinet:

Approve the utilisation of the funding within Staffordshire Educational settings to:

- a. Increase access to mainstream placements for children and young people with high needs (who might otherwise require more specialist provision) with the development of resource bases.
- b. Increase the local availability of high needs places to help reduce the requirement for out of area placements/placements at independent special schools.
- c. Approve the Director for Children and Families be given delegated authority to allocate the funding to the individual capital projects at educational settings.

Local Member Interest:

N/A

Report of the Director for Children and Families

Reasons for Recommendations:

Introduction

1. In October 2021, the government announced that it will invest £2.6bn between 2022 and 2025 to support local authorities to deliver new places and improve existing provision within education settings, for children and young people with special educational needs and disabilities (SEND), particularly those with more complex needs, and for those pupils who require alternative provision.
2. As part of this funding commitment, in March 2022 it announced two further years of High Needs Provision Capital Allocations (HNPCA), covering financial years (FY) 2022-23 and 2023-24.

The total HNPCA funding for Staffordshire is as follows:

	Year	
	2022-3	2023-4
£	£6,188,561	£7,099,232

3. The funding is intended to address the need for places in academic years 2023/24 and 2024/25, this paper outlines the core strategy/principles only for how this funding will be prioritised and detailed programmes of works will be developed accordingly. This is a significant increase on the allocation received in 21/22 of £2.4m. In addition to the funding detailed in the table above, £3.1m of previous year's allocations is currently uncommitted, so the total investment "pot" is £16.4m.
4. A public Consultation was held during June and July 2022 on the proposals for the funding and the outcome of the consultation have been included in this report.

Strategic Approach

5. Staffordshire County Council is proposing to use this capital investment to support the Vision and Priorities outlined in the Staffordshire Special Educational Needs and Disabilities (SEND) Strategy 2021-2026
6. The SEND Strategy Vision is: *"All children and young people with SEND are given the opportunity to achieve everything that they can. They engage with the right support at the right time from their parents/carers, the community and the professionals that work with them to make this happen."*
7. Key areas of focus within the strategy are:
 - a. children and young people are given the opportunity to be educated in their local mainstream education setting whenever it can meet their needs
 - b. wherever possible children will access education placements that are close to home to help develop friendships in their local community and promote independent travel.
8. Staffordshire County Council is therefore proposing to use the High Needs Provision Capital Allocation funding on projects which will increase:
 - a. access to mainstream placements for children and young people with high needs (who might otherwise require more specialist provision), with the development of resource bases.
 - b. the local availability of high needs places to help reduce the requirement for out of area placements/placements at independent special schools.

9. This proposal and the HNPCA funding will support Staffordshire's response to the outcome of the Local Area SEND revisit inspection in January 2022. As part of the work on the Accelerated Progress Plan, a County wide Review of Specialist Provision is being undertaken, led by the Head of SEND. This Review will co-design and co-produce, with partners, a model of graduated specialist provision that ensures equality of access to education which meets the individual needs of our children and young people in their local community.
10. This also underpins the Dedicated Schools Grant deficit management plan which is being implemented to address the shortfall in the High Needs funding.
11. The HNPCA funding will be fundamental in ensuring the required specialist provision is in place across the county, supporting the achievement of the Local Area's Accelerated Progress Plan.

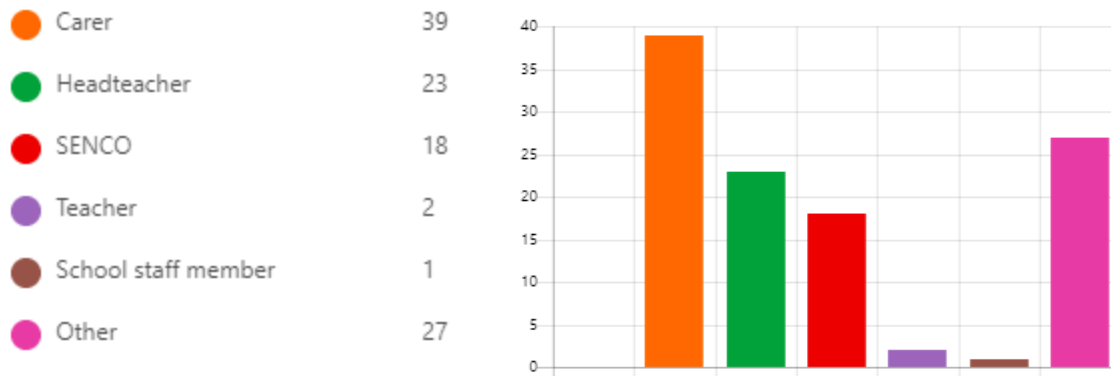
The Staffordshire Picture

12. Staffordshire currently maintains Education, Health, and Care Plans (EHCP) for 6,650 children and young people. The proportion of children with an EHCP continues to increase year-on-year which reflects the national and regional trend. In Staffordshire schools the proportion of children and young people with an EHCP has increased over the past five years from 3.3% in 2017/18 to 4.3% in 2021/22. A higher proportion of children in Staffordshire schools historically have had an EHCP than the regional and national average. In 2021/22, 4.3% of school aged children in Staffordshire had an EHCP compared to 3.8% in West Midlands and 4.0% nationally. More school aged children in Staffordshire attend specialist provision at 52% compared to 38% nationally. 8.3% of children and young people with an EHCP in education attend an independent or non-maintained special school compared to 5.4% nationally.

Consultation

13. A consultation was undertaken during June and July 2022 to gain the views of children, parents/carers, and wider stakeholders on the proposals for this HNPCA funding.
14. The consultation was circulated to Schools, School Governors, Parent/carer forum, SEND and Inclusion Partnership Board, SEND information Advice and Support Service (SENDIASS) who circulated to parent support groups, SCC Officers and it was accessible on the SEND Local Offer.

15. A total of 99 responses were received from the following groups. The majority of responses received were from schools as shown below, followed by Parents/Carers.



16. Of the 99 responses

- a. 86 agreed with the proposal
- b. 13 did not agree.

More information on the consultation is outlined in Appendix 4.

Legal Implications

17. Prior to the use of the grant funding officers will need to ensure that the proposed use is in accordance with the HNCPA grant funding conditions. Failure to comply with these conditions could result in all or part of the funding being required to be repaid.
18. Officers will also need to ensure that the funding when allocated is efficiently spent to ensure value for money as required by the DfE:
19. "A local authority should seek to ensure funding paid out under this grant is spent efficiently. To which end, it should thoroughly evaluate all procurement options for projects – including the DfE construction frameworks and output specification – to demonstrate value for money. A local authority should encourage academy trusts and other responsible bodies to do the same, should they procure a construction project directly."
20. All SCC frameworks are value for money tested. To ensure value for money all contractors appointed to work on the projects funded will either be selected from SCC Frameworks or tenders will be sought from the Constructing West Midlands – CWM2 Framework. In terms of resources all heating and lighting will be provided using efficient technologies.

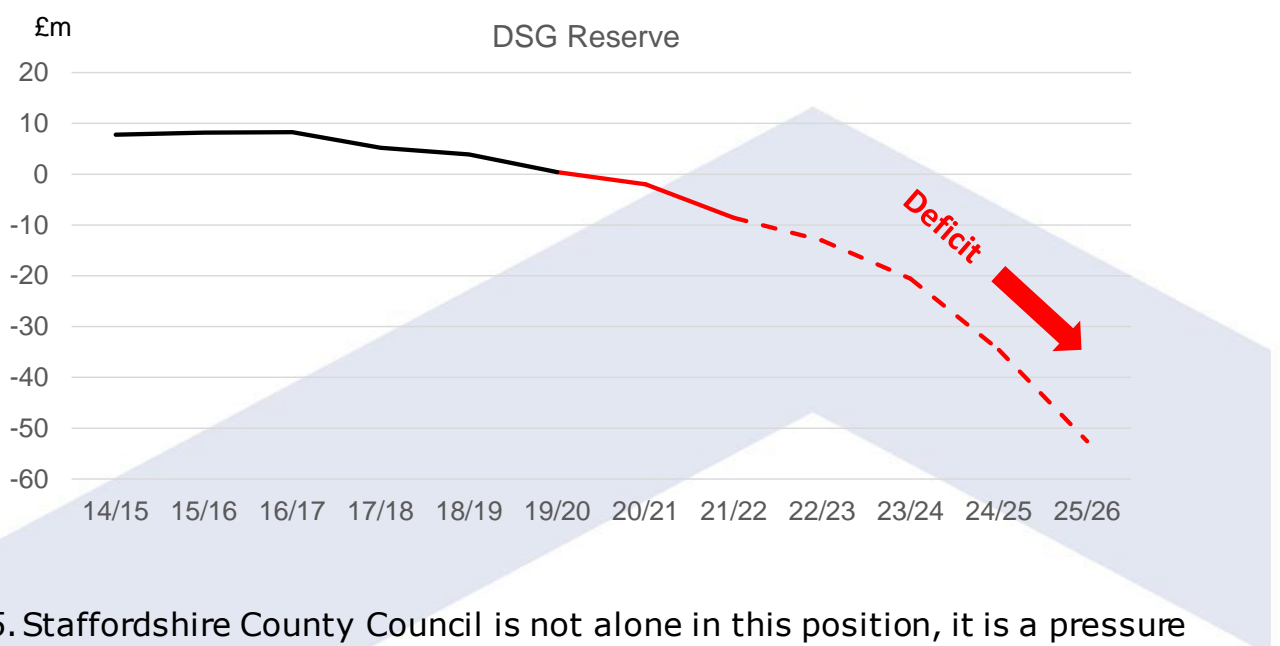
21. Further, in accordance with Regulation 23 of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 capital receipts can only be used, inter alia, for meeting capital expenditure. When allocating this funding, officers will ensure that it is not used for revenue expenditure of any kind, such as training or staff costs.

Resource and Value for Money Implications

22. Finance and Strategic Property colleagues have reviewed the HNCPA grant funding regulations and proposals and made the following comments:

23. In recent years Staffordshire has seen significant year on year rises in demand for SEND support. This is funded from the High Needs Block (a ring-fenced part of the Dedicated Schools Grant- DSG) and, due to historic government underfunding in this area, has been overspending annually.

24. At the end of 21/22, the Council had an accumulated 'DSG deficit' of £8.6m. This was an increase of the deficit of £6.6m from 2020/2021. This represents 1.7% of the total DSG and 8.5% of the High Needs Block which is proportionately lower than many other local authorities. Given the level of annual overspend, this will worsen rapidly over the next four years; accordingly, the Council must now bring forward a 'deficit management plan' to address the shortfall:



25. Staffordshire County Council is not alone in this position, it is a pressure that is impacting on the majority of councils across the sector. Based on the current deficit Staffordshire does not meet the criteria to access the

DfE Safety Valve or Delivering Better Value in SEND programmes, as these are for those local authorities with the greatest deficits.

26. The DSG conditions of grant now require Staffordshire to implement a medium-term Deficit Management Plan 2022 - 2026. This plan builds on the SEND and Inclusion Transformation Programme and the Accelerated Progress Plan which was implemented following the latest local area SEND inspection.
27. These plans are aimed at improving the outcomes for Staffordshire's children and their families. They aspire to deliver an inclusive system underpinned by restorative practice and integrated into the District Footprint / Locality Model. However, this will take time and the issue is exacerbated by limited capacity within the system.
28. The Government acknowledges the pressures impacting on Local Government and has provided additional support including the High Needs Provision Capital Allocations capital investment. This will be used to enhance capacity within our mainstream schools, deliver new places and improve existing provision for children and young people with special educational needs and disabilities or who require alternative provision. The proposals within this report are consistent and supportive of the Council's wider transformation ambitions and the key actions and strategies outlined in the draft 'deficit management plan' currently being worked up.
29. The DSG allocation to the Local Authority is based on pupil numbers and will therefore increase each year as pupil numbers rise. The majority of this increase will be allocated to the schools with the additional pupils through the Schools Funding Formula.
30. Future capital repairs costs of any new projects delivered will either be the responsibility of the local authority in respect of mainstream schools, or the school themselves in respect of Academies, as is the case currently. The responsible party will need to prioritise schemes to manage costs within the funding available to them.
31. Schools will be responsible for any revenue implications of the developments e.g., teaching and support staff and maintenance costs of any new buildings. Such costs will need to be contained within their overall revenue budgets.
32. Property Services will commission ENTRUST to undertake feasibility studies to understand the efficacy of the proposals along with the potential challenges, permissions required and impact of each development.

33. In addition, an independent cost analysis exercise will be undertaken to provide an accurate understanding of the full costs which will include a margin for inflation.
34. To ensure value for money all contractors appointed to work on the projects funded will either be selected from SCC Frameworks or tenders will be sought from the Constructing West Midlands – CWM2 Framework. All SCC frameworks are value for money tested. In terms of resources all heating and lighting will be provided using efficient technologies.

Climate Change Implications

35. The County Council is committed to helping save energy and reduce carbon emissions and energy saving features are incorporated into building projects wherever possible. The additional places reduce the need for travel for pupil's and provides the opportunity to walk to school reducing emissions and having a positive effect on health & wellbeing.
36. In addition to direct financial savings through reduced energy usage, the investment provides a better learning environment for staff and students through improved heating & lighting.

List of Background Documents/Appendices:

Appendix 1 - S31 Grant Determination Letter for High Needs Provision Capital Allocations (HNPCA) (31/5995)

Appendix 2 – High Needs Provision Capital Allocations Guidance

Appendix 3 - Community Impact Assessment

Appendix 4 - Consultation Summary

Contact Details

Assistant Director: Tim Moss, Assistant Director for Education Strategy and Improvement

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for Education

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or
2 St Pauls Place,
125 Norfolk Street, Sheffield, S1 2FJ
Tel: 0370 000 2288
www.gov.uk/df
Email enquiry form:
www.education.gov.uk/contactus/df

To: S151 officers
CC: PPP contacts

Date: 29th March 2022

Dear Colleague,

Re: S31 Grant Determination Letter for High Needs Provision Capital Allocations (HNPCA) (31/5995)

This Determination is made between:

1. **The Secretary of State for Education** and
2. **Local authorities listed in Annex A**

This letter relates to your local authority's capital allocation for financial year 2022-23 to support the creation of new High Needs places or the improvement of existing provision (for pupils with Special Educational Needs and Disabilities (SEND) or requiring Alternative Provision (AP)). These allocations are published on GOV.UK. Funding will be paid in one instalment in July 2022.

This letter sets out the conditions of grant attached to these capital allocations. Conditions will apply from the date of this letter. A grant determination letter covering HNPCA funding for 2023-24 will be issued in due course.

A separate guidance document is published on GOV.UK. This document should be read in conjunction with this Grant Determination letter. It sets out in more detail the intended

purpose of the grant; the types of capital works the funding is intended to be spent on; recommendations for planning and consultation; and suggested timelines.

In addition, we are asking local authorities to complete a short grant assurance data return by **1st October 2022**, providing high level details on any projects expected to be funded with support of HNCPA. The template for this return is available at the same web address as the guidance document. LAs should return their completed templates to: capital.allocations@education.gov.uk.

Local authorities are required to verify this funding has been spent on capital projects through the section 151 officer's return. We also ask that you provide data on spend through the discretionary Capital Spend Survey returns.

The funding is intended for places needed for academic year 2023/24; however local authorities have the flexibility to carry funding over into subsequent financial years and the funding is un-ringfenced in order that local authorities can make the best decisions for their local area.

If you have any queries, please contact DfE via this email address: capital.allocations@education.gov.uk.

Please ensure this letter is copied to your Chief Finance Officer for information.

Yours faithfully,

Paul Baker

A handwritten signature in black ink that reads "Paul Baker". The signature is written in a cursive style with a long horizontal line extending to the right.

Deputy Director, Central Capital Unit

CAPITAL grant determination (non-ringfenced)

HIGH NEEDS PROVISION CAPITAL ALLOCATIONS (HNPCA) GRANT DETERMINATION (2022): No 31/5995

The Minister of State for Education (“the Minister of State”), in exercise of the powers conferred by section 31 of the Local Government Act 2003, makes the following determination:

Citation

1) This determination may be cited as the High Needs Provision Capital Allocations (HNPCA) grant (2021) No. 31/5995.

Purpose of the grant

2) The purpose of the grant is to provide support to local authorities in England towards expenditure lawfully incurred or to be incurred by them.

Determination

3) The Minister of State determines as the authorities to which grant is to be paid and the amount of grant to be paid, the authorities and the amounts set out in Annex A.

Grant conditions

4) Pursuant to section 31(3) and 31(4) of the Local Government Act 2003, the Minister of State determines that the grant will be paid subject to the conditions in Annex B.

Treasury consent

5) Before making this determination in relation to local authorities in England, the Minister of State obtained the consent of the Treasury.

Signed by authority of the Minister of State for Education



Tony Foot, Strategic Finance Director

29th March 2022

ANNEX A

High Needs Provision Capital Allocations (HNPCA) for 2022-23 can be found published at: <https://www.gov.uk/government/publications/high-needs-provision-capital-allocations>. If any adjustments are made to any local authority's allocation, this will be communicated to them directly.

ANNEX B

GENERAL CONDITIONS OF GRANT

1. Grant paid to a local authority under this determination may be used only for the purposes that a capital receipt may be used for in accordance with regulations made under section 11 of the Local Government Act 2003.
2. The Chief Executive and Chief Internal Auditor of each of the recipient authorities are required to sign and return to Capital Funding Team within Capital Group of the Department for Education a declaration, as part of the outturn statement to be received no later than the date communicated by the team, in the following terms:

"To the best of our knowledge and belief, and having carried out appropriate investigations and checks, in our opinion, in all significant respects, the conditions attached to the High Needs Provision Capital Allocations (HNPCA) Grant Determination No. 31/5995 have been complied with".
3. If an authority fails to comply with any of the conditions and requirements of paragraphs 1 and 2, the Minister of State may-
 - a. reduce, suspend or withhold grant; or
 - b. by notification in writing to the authority, require the repayment of the whole or any part of the grant.
4. Any sum notified by the Minister of State under paragraph 3(b) shall immediately become repayable to the Minister.

CONDITIONS RELATING TO EFFICIENCY OF SPEND

5. A local authority should seek to ensure funding paid out under this grant is spent efficiently. To which end, it should thoroughly evaluate all procurement options for projects – including the DfE construction frameworks and output specification – to demonstrate value for money. A local authority should encourage academy trusts and other responsible bodies to do the same, should they procure a construction project directly.
6. A local authority may be required to provide such information as reasonably requested by the Secretary of State, relating to expenditure on new places and the procurement options appraisal conducted.



Department
for Education

High Needs Provision Capital Allocations Guidance

March 2022

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Summary

The Education Act 1996 sets out a statutory duty on local authorities (LAs) to secure sufficient school places, which they must do with regard to securing special educational provision for children and young people with special educational needs and disabilities (SEND) as well as those requiring alternative provision (AP). The Children and Families Act 2014 also places important statutory responsibilities on LAs for supporting children and young people with SEND, including keeping the sufficiency of educational provision for them under review. The government is committed to supporting LAs to fulfil these duties and in October 2021 announced that it will invest £2.6bn between 2022 and 2025 to support LAs to deliver new places and improve existing provision for children and young people with SEND, particularly those with more complex needs, and for those pupils who require alternative provision. Collectively we refer to provision for these individuals as 'High Needs' provision.

This funding represents a transformational investment in new High Needs provision and we expect it to help deliver tens of thousands of new places, supporting learning in both mainstream and special provision. It will also be used to improve the suitability and accessibility of existing buildings and go towards new special and AP free schools to help drive up standards in special education.

As part of this funding commitment, in March 2022 we announced two further years of High Needs Provision Capital Allocations (HNPCA), covering financial years (FY) 2022-23 and 2023-24, amounting to over £1.4bn of new investment in High Needs provision. It is to this HNPCA grant funding that this guidance relates.

HNPCA funding is allocated to LAs proportionally, based on the estimated share of future growth in the children and young people in each LA who may require High Needs provision as a percentage of the national total. A small change has been made from the methodology used for the 2021-22 allocations, in that a proportion of the available funding (25%) is now distributed to LAs in accordance with their forecast High Needs population size. Further detail on the methodology used to calculate these allocations, and the rationale for this change, is available in our separate methodology note which can be accessed on [GOV.UK](https://www.gov.uk).

We are providing this funding primarily to assist LAs in delivering new places needed for September 2023 and September 2024 respectively. However, the funding is unringfenced (subject to certain conditions, as set out in the published Grant Determination document) and it is ultimately for LAs to determine how to best use the funding to meet local priorities. We have therefore produced this guidance to support local authorities as they consider how to best utilise their HNPCA funding. This guidance sets out:

- The intended purpose of this funding;
- Issues that LAs should consider to ensure that they achieve best outcomes;
- Details of the assurance arrangements attached to this funding.

Who is this publication for?

This guidance is for:

- Local authorities;
- Leaders, staff and governing bodies in all maintained schools, academies (including free schools), or other institutions who may benefit from this funding.

Expiry or review date

This guidance is specific to the High Needs Provision Capital Allocations (HNPCA) for financial years 2022-23 and 2023-24. We have yet to announce details of funding for any years beyond 2023-24 and this guidance should not be taken as an indication of any future funding, methodology, or approach to High Needs capital funding the DfE may take in future.

Intended purpose of this funding

High Needs Provision Capital Allocations (HNPCA) are being provided as an un-ringfenced grant under section 31 of the Local Government Act 2003, subject to conditions detailed in the associated Grant Determination Letter on [GOV.UK](https://www.gov.uk)¹.

Whilst it is ultimately up to LAs to determine how to best prioritise this funding to address local priorities, we want to work alongside LAs to reform the current system and achieve our shared endeavour to tackle cost inflation and secure a financially sustainable high needs system. Whilst the SEND Review proposals will help to achieve these changes longer term, we expect LAs to make use of the increased capital investment being made available to improve the suitability and sufficiency of high needs provision in their areas over the next three years. Funding beyond 2025 is contingent on the outcomes of future Spending Reviews and additional capital funding beyond this period cannot be guaranteed; it is therefore critical that prudent decisions are taken now to ensure the sustainability of the system for the longer-term.

We recognise that the creation of additional places in state settings, whether in mainstream or special provision, will be an important factor in helping the system reduce overall cost pressures, including those associated with out-of-area placements and recent increases in the use of more expensive independent provision. To that end, we are providing this funding with the aim that it should primarily be used to meet the capital costs associated with providing new places and improving existing provision, for:

- Children and young people with complex needs, who have Education, Health and Care plans (EHCPs), and where appropriate other children and young people with SEND who do not have an EHCP;

¹ <https://www.gov.uk/government/publications/high-needs-provision-capital-allocations>

- Pupils who require alternative provision (including children in AP settings without an EHCP).

Whilst the funding is predominantly intended for school aged children, LAs can spend it across the 0-25 age range, including in special post-16 institutions or other further education (FE) settings. The funding is intended to address the need for places in academic years 2023/24 and 2024/25, but it is not time-bound.

We recognise that ensuring the sufficiency of High Needs provision can also require LAs to adapt, re-model or improve existing provision to make it appropriate or suitable for a different or wider set of children and young people's needs.

Accordingly, HNPCA in 2022-24 includes an element specifically intended to support LAs to invest in suitability and/or accessibility projects² where this may be appropriate. The balance between investment in new places versus remodelling or improvement of existing places will differ from LA to LA, dependent on local circumstances. Therefore, we are not setting out a central recommendation on how LAs should apportion their funding between these objectives. It will be for LAs to determine how to best prioritise their available funding to address their local priorities. As with all decisions concerning the local offer of services and provision available to support children and young people with SEN, it should be made through consultation with parents and young people; schools and colleges; and relevant health and social care partners.

Suggested types of work

We strongly encourage LAs to spend this funding in ways that better match the number of places needed and available for children and young people who require High Needs provision and/or adapt and improve facilities to expand their use or make available to a wider range of needs. In doing so, LAs should consider prioritising projects that will help them to manage pressures on their high needs budgets; and should ensure they are considering any resulting savings when developing their local [Dedicated Schools Grant \(DSG\) management plan](#)³.

In particular, LAs should consider prioritising projects that increase available placements for children and young people with EHCPs in mainstream settings (i.e. new SEN units or resourced provisions) or promote effective upstream support from specialist teams and settings within the mainstream environment, where this can be made suitable for children and young people with SEND.

Examples of the types of projects we would encourage LAs to consider therefore include, but are not limited to:

² Suitability/accessibility work does not refer to routine maintenance or refurbishment required primarily because of building condition. LAs and other responsible bodies should continue to use their allocated condition funding for these purposes, i.e. School Condition Allocations (SCA), Devolved Formula Capital (DFC) and for some academies the Condition Improvement Fund (CIF).

³ <https://www.gov.uk/government/publications/dedicated-schools-grant-dsg-deficit-management-plan>

- projects that enable and/or increase access to mainstream placements for children and young people who might otherwise have required more specialist provision;
- projects that increase the local availability of High Needs places where this can help reduce out of area placements and associated transport or residential costs, and/or reduce reliance on poor quality, inappropriate or more expensive provision where local provision can be provided at less ongoing cost;
- projects that adapt, re-model or improve existing High Needs places to make them suitable for a wider range of needs.

This could be achieved through:

- Expansion of existing High Needs provision, including expanding existing provision to a different or additional site.
- Reconfiguring existing provision to make available space for additional places or specialist facilities.
- Creation of new High Needs provision, whether via specialist units or resourced provision in mainstream schools or via the creation of new settings.
- Re-purposing existing buildings or facilities so that they better meet the needs of children and young people with complex needs.
- Investment in accessibility to improve access to existing provision for a wider range of children and young people.
- Investing in provision located in another local authority where this supports good outcomes for children and young people for which the LA remains responsible.
- Any other capital transactions that result in new (additional) places or improvements to facilities.

Examples of appropriate projects might include, but are not limited to:

- Adding a special unit or resourced provision to a good or outstanding mainstream school.
- Expanding good or outstanding specialist provision so that children and young people can be educated closer to home and develop independence within their local community.
- Supporting or contributing to the cost of creating a whole new special school (via the 'free school presumption' process⁴).
- Setting up a new learning kitchen or workshop to teach children and young people the skills they need to be independent in adulthood and skills that can support them in employment.

⁴ See section 6A of the Education and Inspections Act 2006, and published guidance at <https://www.gov.uk/government/publications/establishing-a-new-school-free-school-presumption>

The funding can be used to provide new places or improve existing provision in a range of provision types, where this benefits children and young people with High Needs aged between 0 and 25. This includes, but is not limited to:

- **Mainstream school or college including:**
 - Mainstream school or academy (including free schools, faith schools and grammar schools)
 - Further education college
 - Sixth form college
 - University Technical College (UTC)

- **Special unit or resourced provision including:**
 - Special unit / resourced provision at mainstream school or academy (including free schools, faith schools and grammar schools);
 - Special unit / resourced provision at sixth form college;
 - Special provision provided by a further education college.

- **Special school or academy including:**
 - Special school (whether maintained or academy, including special free schools);
 - Non-maintained special school (NMSS);
 - Special post-16 institution.

- **Alternative provision including:**
 - Pupil referral unit;
 - Alternative provision academy;
 - Hospital school.

- **Nursery or early years provider including:**
 - Nursery school (LA maintained);
 - Early years provision within a school or academy;

- **Other provision:**
 - Any other education provision for children and young people with SEND who are aged between 0 and 25 or who require alternative provision which is not otherwise covered here. LAs should provide further details when they return their grant assurance data return.

It is entirely legitimate for LAs to spend their capital funding on provision that lies outside the LAs' boundaries, if the LA believes that the capital investment will improve the quality and range of provision available for children and young people for which they are responsible. In areas where children and young people travel regularly across LA borders, we encourage LAs to work with neighbouring authorities to consider solutions that may benefit the broader region.

When expanding existing provision, LAs should ensure they have appropriate regard to our statutory guidance on [making significant changes to maintained schools](#), or if working with an Academy Trust to our equivalent guidance on [making significant changes to an open academy](#). We expect LAs to be creating new (additional) places at good or outstanding schools and colleges wherever possible, and to notify the department where this is not possible.

This grant funding is not intended for:

- Higher education including universities and other higher education provision.
- Any provision for those aged 25 and over.
- Individual mobility equipment such as wheelchairs. However, LAs might choose to spend this funding on capital installations such as ceiling hoists for lifting non-ambulant children into, for example, a hydrotherapy pool.
- Capital works to maintain and improve the condition of the school estate, which should continue to be covered by Devolved Formula Capital funding (DFC), the Condition Improvement Fund (CIF) or School Condition Allocations (SCA).

The funding is provided for capital purposes only and cannot be used for revenue expenditure of any kind, such as training or staff costs.

Strategic Planning and Procurement

As set out above, HNPCA allocations are not directly intended to address other capital needs, such as maintenance/condition work, mainstream provision (covered by Basic Need allocations) or new nursery/post-16 provision. However, in planning capital projects, we expect that LAs will think strategically and consider economies of scale or efficiencies that may be achieved, in particular through working across boundaries for commissioning of low incidence High Needs provision. For example, combining condition works and expansion schemes, including as part of decisions taken in concert with other responsible bodies around the use of the Condition Improvement Fund (CIF), School Condition Allocations (SCA), and the School Rebuilding Programme (where the department will be happy to discuss the potential for synergies with those LAs involved).

Local authorities should also consider how they can secure wider social, economic and environmental benefits when commissioning public services/projects. Before they start the procurement process, LAs should think about whether the works and services they are going to buy, or the way they are going to buy them, could secure these benefits for their area or stakeholders. In addition to local social value priorities, LAs should consider the themes and policy outcomes in the Social Value Model. Further guidance is available at [GOV.UK](#)⁵.

⁵ <https://www.gov.uk/government/publications/social-value-act-information-and-resources/social-value-act-information-and-resources>

Developer contributions are also an important way of helping to meet demand for new school places when housing developments are contributing to increasing pupil numbers. The Local Planning Authority (LPA) secures developer contributions through section 106 agreements or the Community Infrastructure Levy (CIL) and decides what local infrastructure these contributions should support. We would encourage LPAs to negotiate significant contributions for new school places (including specialist provision) and work closely with colleagues planning school places in their area, including county councils when the LA responsible for education is not the LPA. LPAs can approach the Department for Education for support on assessing local school infrastructure needs, calculating costs of school provision and negotiations with developers. Guidance for LAs on securing developer contributions for education is published at [GOV.UK](https://www.gov.uk)⁶.

There are also specific conditions of grant attached to HNPCA requiring LAs to ensure any funding paid out under this grant is spent efficiently. The department expects LAs to conduct a robust evaluation of procurement options for any education capital projects and, in doing so, to consider the use of both DfE's Construction Framework and its Modern Methods of Construction (MMC) Framework where these are likely to deliver overall savings and advantages (for more information on these see [GOV.UK](https://www.gov.uk)⁷ and [MMC1](https://www.gov.uk)⁸). LAs should encourage academy trusts and other responsible bodies to do the same, should they be procuring a construction project directly.

LAs should also consider how to invest both revenue and capital funding strategically to maximise the benefit of both in their local context. The Children and Families Act 2014 also requires LAs to keep their strategic plans for special educational provision under review, so LAs should therefore consider how to best invest their HNPCA to improve their local offer. All LAs should also consider completing a [DSG management plan template](https://www.gov.uk)⁹ to aid their strategic planning.

The DfE is committed to supporting the Government's targets on climate change, including achieving net zero carbon emissions by 2050 target, as set out in the Climate Change Act 2008. To help LAs achieve the sustainability and design standards required to achieve net zero, HNPCA funding for 2022-24 includes an uplift to support LAs with the additional costs associated with net zero construction.

We strongly encourage LAs, to refer to the DfE's updated [School Output Specification 2021](https://www.gov.uk)¹⁰ when developing their local capital plans. This is a set of documents and tools that form the requirements for the design and construction of school building projects that are procured through the department's construction frameworks, and Annex 2J sets out the quality standards and performance

⁶ <https://www.gov.uk/government/publications/delivering-schools-to-support-housing-growth>

⁷ <https://www.gov.uk/government/publications/school-buildings-construction-framework-2021>

⁸ <https://www.gov.uk/government/publications/offsite-construction-framework-modern-methods-of-construction>

⁹ <https://www.gov.uk/government/publications/dedicated-schools-grant-dsg-deficit-management-plan>

¹⁰ <https://www.gov.uk/government/publications/output-specification-generic-design-brief-and-technical-annexes>

requirements relating to sustainability for school buildings and grounds. Even if LAs are not delivering their project through the DfE's Construction or MMC framework, these documents help set out best practice for delivering schools to higher sustainability standards, including considerations relating to buildings that are net zero carbon in operation and with additional climate resilience measures. Regardless of LAs' chosen delivery route, when planning for the use of HNPCA funding allocations, LAs should ensure they are considering environmental sustainability, carbon reduction and energy efficiency, to develop solutions for projects that are in line with wider Government targets and objectives.

Local Consultation

In line with their statutory responsibilities to keep their local offer of services and provision under review, we expect LAs to consult in an appropriate and proportionate manner with local parents, carers, young people, and providers when developing their local capital strategy for HNPCA. Effective engagement with parents and carers is crucial in building and implementing a strategy that develops support for local changes. This will help LAs ensure that services will meet the needs of children and families. The SEND Review emphasises the need for LAs to work together with local health and care partners to jointly plan and commission the local offer as appropriate. LAs should also consider how they can collaborate with other LAs to form partnerships to work effectively across local borders and should consider any other emerging recommendations made in the SEND Review.

When providing detail of their capital spending plans through their Grant Assurance Data returns (detailed below), LAs should also set out the details of any relevant consultation or engagement with local stakeholders they have undertaken in developing their capital proposals.

Payment and Assurance Arrangements

Funding for FY 2022-23 will be paid to LAs in one instalment in July 2022. You can expect funding for FY 2023-24 to be paid in July 2023. LAs will be required to verify this funding has been spent on capital projects through the section 151 officer's return for the relevant year.

As with 2021-22 HNPCA funding, we are also asking LAs to complete and return a short grant assurance data return at an appropriate interval, to provide details on the projects they intend to fund using HNPCA. LAs should therefore complete the published template on [GOV.UK](https://www.gov.uk), setting out their intentions for the funding. As we are announcing two years of funding simultaneously, LAs should endeavour to include in their returns any projects receiving funding from both 2022-23 and 2023-24 HNPCA funding. In addition, if projects benefitting from 2021-22 HNPCA funding have yet to be completed by the time of the data return, LAs should also include these projects.

LAs should return their completed templates to the department by **1st October 2022** by emailing it to: capital.allocations@education.gov.uk.

We will ask LAs to subsequently revisit and update their grant assurance data return over Summer 2023, to ensure it reflects any updated delivery plans, before providing an updated version of their return to the same Capital Allocations mailbox, no later than **1st October 2023**. LAs are not required to publish these returns on their websites, but we would strongly encourage LAs to consider doing so to aid local transparency.

We recognise that not all HNPCA funding may be committed by the 1st October 2022, and therefore the template includes space for funding that is not currently committed to a project. We would however encourage all LAs to complete the data return template to the best of their ability as this provides valuable data to the department as to the needs and the priorities of the sector in respect of High Needs capital funding, which will help inform future policy development. If certain information might be considered locally or commercially sensitive (i.e. detailed costings for projects still in procurement or naming specific institutions where this might pre-empt local consultation), LAs should consider whether they can instead provide indicative figures or generic information (e.g. a plan to create a new SEN unit in an unidentified local secondary, pending the conclusion of local consultation etc.). If LAs have any queries or concerns about the information requested, they can contact us at capital.allocations@education.gov.uk for further information or guidance.

In due course, we will also ask LAs to provide details on their final expenditure of 2022-23 and 2023-24 HNPCA through the Capital Spend Survey (CSS).

The Chief Executive and Chief Internal Auditor of each of the recipient authorities are required to sign and return the declaration specified in the grant determination letter to the Capital Funding Team within the Capital Group of the Department for Education, by the date requested (dates will be confirmed in due course).

Timeline

July 2022	LA will receive payment of their FY 2022-23 HNPCA grant
By 1st October 2022	LAs should complete the assurance data return template and return this to the following address: capital.allocations@education.gov.uk
July 2023	LAs can expect to receive payment of their FY 2023-24 HNPCA grant.
By 1st October 2023	LAs should update and return their assurance data return template and return this to the following address: capital.allocations@education.gov.uk .

If you have any queries relating to this guidance, or any other aspect of High Needs Provision Capital Allocations, please contact:

capital.allocations@education.gov.uk



Department
for Education

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Community Impact Assessment

High Needs Capital Allocation Funding 2022-24

Author: Debbie Nash

Date Tuesday, 11 October 2022

➤ Equality Assessment

The Public Sector Equality Duty is part of the Equality Act 2010 and this Duty requires us as a public body to have 'due regard' to eliminating discrimination, harassment and victimisation and any other conduct that is prohibited by or under the Act. It requires us to advance equality of opportunity and foster good relations between people who share a 'relevant protected characteristic' and people who don't.

Protected Characteristics	Benefits	Risks	Mitigations / Recommendations
Age - older and younger people 5-25yrs Page 166	Increase in the number of school places in Staffordshire schools and improve existing provision for children and young people with SEND and for those pupils who require alternative provision	n/a	Additional school places and appropriate provision provided across Staffordshire schools to meet the needs of children with SEND/children receiving alternative provision.
Disability - people who are living with different conditions and disabilities, such as: mental illnesses, long term conditions, Autism, and other neurodiverse conditions, learning disabilities, sensory impairment, and physical disabilities.	Increase in the number of school places in Staffordshire schools and improve existing provision for children and young people with SEND	<ul style="list-style-type: none"> - Legislation limitations on developments - Budget restraints and impact of increasing costs - Completion of work to timescales - Developments provided in areas of need 	<ul style="list-style-type: none"> - All new facilities designed in accordance with current Building regulations and other relevant legislation. - Developments planned in line with available budget - Project planning completed with timescales - Countywide Review of Specialist Provision to identify areas of need for development

Protected Characteristics	Benefits	Risks	Mitigations / Recommendations
			<ul style="list-style-type: none"> - Thorough Risk Assessments undertaken - Timing of projects to ensure most work can take place in school holidays
Gender reassignment - those people in the process of transitioning from one sex to another	n/a	n/a	n/a
Marriage & Civil Partnership - people who are married or in a civil partnership should not be treated differently at work	n/a	n/a	n/a
Pregnancy & Maternity - women who are pregnant or who have recently had a baby, including breast feeding mothers	n/a	n/a	n/a
Race - people defined by their race, colour, and nationality (including citizenship) ethnic or national origins	Increase in the number of school places in Staffordshire schools and improve existing provision for children and young people with SEND and for those pupils who require alternative provision	n/a	Additional school places and appropriate provision provided across Staffordshire schools to meet the needs of children with SEND/children receiving alternative provision.
Religion or Belief - people with any religious or philosophical belief, including a lack of belief. A belief should affect a person's life choices or the	Increase in the number	n/a	Additional school places and appropriate provision provided across Staffordshire schools to meet

Protected Characteristics	Benefits	Risks	Mitigations / Recommendations
way they live for it to be considered	of school places in Staffordshire schools and improve existing provision for children and young people with SEND and for those pupils who require alternative provision		the needs of children with SEND/children receiving alternative provision.
<p>Page 168</p> <p>sex - men or women</p>	Increase in the number of school places in Staffordshire schools and improve existing provision for children and young people with SEND and for those pupils who require alternative provision	n/a	Additional school places and appropriate provision provided across Staffordshire schools to meet the needs of children with SEND/children receiving alternative provision.
<p>Sexual orientation - whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes</p>	Increase in the number of school places in Staffordshire schools and improve existing provision for children and young people with SEND and for those pupils who require alternative provision	n/a	Additional school places and appropriate provision provided across Staffordshire schools to meet the needs of children with SEND/children receiving alternative provision.

➤ **Health and Care Assessment**

Key considerations	Benefits	Risks	Mitigations / Recommendations
<p>Healthy Lifestyles</p> <p>Page 169</p>	<p>Children able to access educational provision closer to home and able to walk/cycle to school. This will increase the opportunities to develop networks with peers in and out of school and promote their independence which will support their mental wellbeing and sense of belonging.</p>	<p>n/a</p>	<p>n/a</p>
<p>Independence</p>	<p>Children able to access educational provision closer to home and able to walk/cycle encouraging healthy lifestyles</p> <p>Children able to access educational provision which has specifically</p>	<p>n/a</p>	<p>n/a</p>

Key considerations	Benefits	Risks	Mitigations / Recommendations
	adapted to meet their SEND and personal needs enabling them to increase their independence skills and transition into adulthood.		n/a

➤ **Communities Assessment**

Page 170

Key consideration	Benefits	Risks	Mitigations / Recommendations
Local Community	Children and young people can access educational provision closer to home within their local area, providing more opportunity to develop friendships locally and maintain ties with their local community.	n/a	n/a

Key consideration	Benefits	Risks	Mitigations / Recommendations
Community Consultation Page 171	The proposals on the principles of the funding were open to public consultation during June & July 2022 and the information was circulated to parents, carers, and stakeholders. This will ensure that the public were fully informed of the intentions and will be informed of local developments and updates on the Local Offer.	n/a	The local community will be able to see the proposals and make comments.

➤ **Economic Assessment**

Key consideration	Benefits	Risks	Mitigations / Recommendations
Preparation for adulthood	Children will receive an education to meet their needs enabling them to gain the skills they need to prepare them for the future	n/a	n/a

Key consideration	Benefits	Risks	Mitigations / Recommendations
Investment in the development of schools providing economic growth	Investment in the development of Staffordshire schools	n/a	n/a
Access to jobs/ Good quality jobs Page 172	Every child deserves a good education. By increasing places at local schools more children would have the opportunity to access the right foundation of learning and skills to help them to access employment opportunities in the future	n/a	n/a
Additional employment	Additional staff may be required where school places have increased, providing more jobs in those schools.	n/a	Individual schools staffing budgets will cover these costs.

Key consideration	Benefits	Risks	Mitigations / Recommendations

➤ **Climate Change Assessment**

Key considerations	Benefits	Risks	Mitigations / Recommendations
Modular buildings will be heated by provision of self-contained heating system. The areas provided will also benefit from good levels of natural daylight, natural ventilation and be fitted with LED (low energy) lighting.	DfE BB103 compliant classroom spaces are proposed . Buildings will be insulated to reduce heat loss as far as possible. Alongside insulation, modern control systems for energy management will also be installed	n/a	<p>With high insulation values and low energy use infrastructure installed, new spaces will have a minimal effect on the school's energy consumption and will not compromise adaption of the school's energy use infrastructure in the future to meet a zero-carbon agenda. Additional climate change funds are available to enable low carbon options to be considered with all projects and could include a higher level of insulation than the bare minimum to comply with building regulations.</p> <p>All projects will be designed and built to a minimum standard of total energy performance to comply with</p>

Key considerations	Benefits	Risks	Mitigations / Recommendations
<p>Page 174</p>			<p>the recently revised government's building regulations. This now stipulates a circa 30% reduction in Co2 emissions and will require the adherence of strict processes to demonstrate and show compliance with thermal modelling, material specifications, controls, and energy efficiencies. At the project design stage all designs will consider highly efficient and sustainable means of construction, heating, cooling, and services distribution.</p>

Key considerations	Benefits	Risks	Mitigations / Recommendations
<p>Site requirements for additional teaching spaces</p> <p>Page 175</p>	<p>All projects required to accommodate additional pupils will comply with DfE Building Bulletin 103 and S77 School Standards and Framework Act 1998 and Academies Act 2010.</p>	<p>n/a</p>	<p>All projects will be designed in accordance with client and government requirements plus all relevant national and local planning policies that require a high-quality design response. In conjunction with this there are the architectural design concepts that strive to offer a comprehensive and considered design evolution for the site, building and future expansion that respond to the local context in its built and landscaped forms. Security and safeguarding are prioritised as part of the design proposal including highway considerations, safe operations in and around the schools that is notwithstanding flow and movement through the site, net gains in ecology and natural environment considerations.</p>
<p>School Transport</p>	<p>Children will be able to access educational provision closer to home within their local area reducing transport journeys,</p>	<p>In some special school developments there may be an increase of pupils in the wider catchment area travelling by bus to the school site</p>	<p>This will be resolved ahead of planning application and included within the proposed scheme if deemed a strict requirement by highways.</p>

High Needs Provision Capital Allocation Funding 2022 - 24

Consultation Feedback

1. Summary of Report

Staffordshire County Council has been allocated £13,287,793 High Needs Provision Capital Allocations (HNPCA) funding for the period of 2022-24.

SCC have consulted on proposals to use the funding to:

- Increase access to mainstream placements for children and young people with high needs (who might otherwise require more specialist provision) with the development of resource bases
- Increase the local availability of high needs places to help reduce the requirement for out of area placements/placements at independent special schools.

99 responses were received to the consultation with 86% of respondents supporting the proposals.

Recommendation

To support the proposals to use the High Needs Provision Capital Allocations (HNPCA) funding to:

- Increase access to mainstream placements for children and young people with high needs (who might otherwise require more specialist provision) with the development of resource bases
- Increase the local availability of high needs places to help reduce the requirement for out of area placements/placements at independent special schools.

2. Background

Staffordshire County Council has been allocated £13,287,793 High Needs Provision Capital Allocations (HNPCA) funding from the government for 2022-24. The aim of the funding is to deliver new places and improve existing provision in education settings for children and young people with SEND, particularly those with more complex needs, and with an Education, Health and Care plan (EHCP), although the funding can also be used to support SEND pupils without an EHCP and pupils that require Alternative Provision (including children in Alternative Provision settings without an EHCP).

3. Proposals for the funding

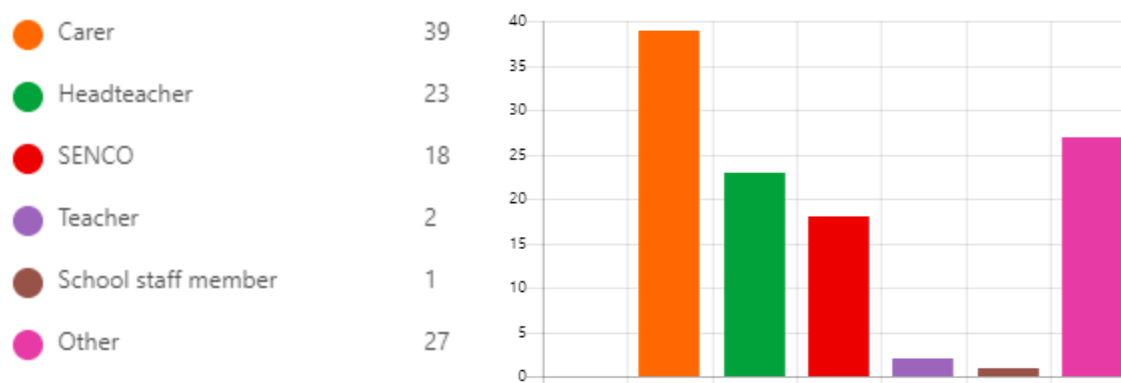
A consultation was completed on proposals to use the HNPCA to support school age pupils with SEND, either with an EHCP or SEN Support to:

- Increase access to mainstream placements for children and young people with high needs (who might otherwise require more specialist provision) with the development of resource bases
- Increase the local availability of high needs places to help reduce the requirement for out of area placements/placements at independent special schools.

4. Consultation

The consultation took place between 1st June to 31st July 2022.

99 responses were received, with the majority being from school staff although a high proportion (39%) were received from parents or carers.



86 responses (86%) were in support of the proposals as outlined above. Further analysis of the responses are outlined in Appendix 1.

The main feedback from those who agreed with the proposals (86%) stated:

- ii Having more provision and specialist resources in mainstream schools enabled more children to be included.
- iii More support and advice was needed for parents if their child attended mainstream schools

The main feedback from those who disagreed with the proposals (13%) stated

- ii More needed to be invested into specialist teaching staff and not buildings
- iii More funding should be invested in providing more places at special schools and not mainstream

Appendix 1

Further analysis of the narrative comments submitted by respondents is outlined below. Comments may have been included in more than one theme.

The main themes from the 86 (86%) of respondents who did agree with the proposals are outlined below.

Agree with proposals overall	28
Agree with more provision and specialist resources in mainstream schools to allow more children to be included.	22
More support and advise for parents in mainstream schools	6
Suggest the proposal should include increasing staff knowledge, training and skills in mainstream schools	5
Agree resource bases in mainstream school are effective ways of meeting the needs of Pupils with SEND	4
Suggest more support is needed for children in nursery/early years	4
Responses related to the timescales for EHCP approvals	4
Responses related to the difficulties in obtaining support to evidence needs in relation to the EHCP process	4
Focus required for school leavers where mainstream further education is not suitable or need provision closer to home.	3
Primary schools with strong SEND practice could support effective provision with resource bases	1

The main themes from the 13 (13%) of respondents who did not agree with the proposals are outlined below:

More needs to be invested into specialist teaching staff and not buildings	4
Believe funding should be invested in providing more places at special schools and not mainstream	4
Want to understand more about what the proposals mean	3
Want to understand more about what type of AP provision will be provided.	1

Believe funding should be invested in independent schools which support specific SEND needs. ie SEMH	1
Consider more support is required in the home for those children unable to access school	1
Believe processes for AP should be more streamlined and shorter	1
Consider more should be invested into separate spaces within schools	1
Specialist facility needed specifically for children with Speech language and communication difficulty in the county	1
More investment in respite, out of school provision	1

Cabinet Meeting on Wednesday 19 October 2022

Family Hubs in Staffordshire



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

“Our Family Hubs have been running successfully for many years. However, over the years we have realised that expectant parents, children and young people all need services that meet their needs and are easy to access. Our Family Hub Network proposes a new approach to bring together early help and intervention from not just the county council, but a variety of other organisations that work to make the lives of families better.

“This new way of working will ensure families have easy access to the services they need. It is crucial that we continue to work with children and young to ensure they feel safe within their home and the community, and are able to get the right help at the right time.”

Report Summary:

This report provides an overview of the national context for Family Hubs, an overview of some of the local context that has been explored and an outline plan for the direction for Staffordshire. This is to seek support from the Cabinet to progress with further partnership and stakeholder engagement to fully develop the model locally.

Recommendations

I recommend that the Cabinet:

- a. Endorse the emerging Family Hub model detailed within this report and support officers to further develop this working with partners and key stakeholders; and
- b. Advocate and champion this model more broadly to help us realise our ambitions locally.

Cabinet – Wednesday 19 October 2022

Family Hubs in Staffordshire

Recommendations of the Cabinet Member for Children and Young People

I recommend that Cabinet:

- a. Endorse the emerging Family Hub model detailed within this report and support officers to further develop this working with partners and key stakeholders; and
- b. Advocate and champion this model more broadly to help us realise our ambitions locally.

Local Member Interest:

N/A

Report of the Director for Children and Families

Reasons for Recommendations:

1. The Local Authority and its partners want to make a commitment to change the way we currently deliver services for families locally. We think that we could provide a more co-ordinated approach so that all expectant parents, parents children and young people have services that are easy to access and meet their needs.
2. Whilst we know there are strengths to the way in which we work and many families tell us that the help and support that they receive is helping them achieve better outcomes as a partnership we recognise that this could be better integrated around the needs of families and this is needed as we see increased need following the pandemic.
3. We want Staffordshire to develop a Family Hub Model of delivery to support families with children 0-19 (25 with SEND) as part of this commitment.
4. This report outlines the proposed components of the model, the staffing structure that we think we will need to deliver it and the proposed next steps to make this vision a reality.

What are Family Hubs?

5. Family Hubs are not just a physical place but a way to bring together all the support families may need from pregnancy through to young people turning 18 (25 if they have a disability).
6. Family Hubs provide families with the right help, at the time and in the right place. They are a critical way in which we will deliver our Early Help Strategy.
7. These Hubs will use predictive analysis to determine needs of the community and work with those communities using an evidence-based approach to develop partnerships and support to meet the needs of families as early as possible.
8. They bring together early help and intervention delivered by a variety of people including, children, young people and their families, Children's Centres, Early Years settings and Schools, Health, Housing, Police, Fire and Rescue, District and Borough Councils and local voluntary and community service providers.
9. Support and services can be delivered in a variety of ways from numerous venues that form the wider Family Hub Network including Children's Centres, Libraries, community venues, Youth Clubs, leisure centres and many more places.
10. A Family Hub network should be able to provide access, information and support across,
 - a. Midwifery
 - b. Health Visiting
 - c. Breastfeeding support and groups to support first 1001 days of life (antenatal to 2 years old)
 - d. Play, early learning and out of school activities
 - e. Advice on housing
 - f. Advice on benefits, debt and other money issues
 - g. Family learning
 - h. Help to return to work or access training
 - i. Domestic Abuse support
 - j. Parenting courses
 - k. Support for children's transitions into and between schools and engaging with learning
 - l. Young carer support
 - m. Parental conflict support
 - n. Young people's groups and opportunities
 - o. Referral for additional support

- p. Support around Special Educational Needs and Disabilities (SEND)
- q. Volunteering opportunities

11. We want to focus on supporting the first 1001 days of life (0-2 years of age) will achieve greater impact ensuring children are school ready and able to thrive, ensuring any emerging issues are identified and appropriate interventions put in place to support them at the earliest opportunities.
12. The family hubs have three core components, relationships, connection and access and it is envisaged that a local family hub model would work towards a single point of access for families needing early help.
13. The Family Hub networks are run by the services that support families from a range of partners in a joined-up way to ensure families receive the right help at the right time in the right place.
14. A Family Hub can be the banner under which a range of services co-ordinate their support.
15. The principles of the Family Hubs are further detailed here: [Principles of FH model DOC \(familyhubsnetwork.com\)](https://www.familyhubsnetwork.com)

National Context:

16. The Government's 2019 Manifesto pledged to champion Family Hubs across England. In December 2020 the Minister for Children, Vicky Ford, outlined plans to create a National Centre of Excellence for Family Hubs, funded by the Department for Education (DfE).
17. [The Best Start for Life Review: a Vision for the 1,001 Critical Days](#) outlined a programme of work to ensure the best support during those crucial first 1001 days, setting babies up to maximise their potential for lifelong emotional and physical wellbeing.
18. The Anna Freud Centre would facilitate the National Centre of Excellence, to be a champion for Family Hubs, spread best practice and evidence on integrated family service models, working with areas to help establish their Family Hubs.
19. The DfE and DHSC announced in April 2022 the 75 local authorities who would become pilot areas for the Family Hubs and best start in life scheme, Staffordshire is not one of the pilot areas.
20. Staffordshire was not allocated funding for Family Hubs but we remain committed to delivering integrated services and support under Family Hubs locally.

21. Troubled Families programme was renamed in March 2022 to 'Supporting Families'. This was to reflect the scope of the work delivered under this programme and its principles. The programme aims to ensure all families who need support get it at the right time and right place. This programme is key to the delivery of Family Hubs.
22. The independent review of Children's Social care was published in May 2022 and called for a revolution in family help, moving away from silo working teams around 'targeted early help' and 'child in need work' to one team centred around high level of support, Family Help teams. These new Family Help teams are to be multidisciplinary in nature and should be aligned/work as part of the Family Hubs.
23. The Department for Education and the Department for Health and Social care are currently consulting on a green paper around changes to SEND and alternative provision across England. Focusing on ensuring the right support at the right place and the right time.

Local Context:

24. Our Strategic Plan for 2022-26 outlines our ambitions and priorities for the years ahead and how we intend to achieve them. Staffordshire's vision is to be "An innovative, ambitious and sustainable county, where everyone has the opportunity to prosper, be healthy and happy."



Figure 1 – Outcomes and Priorities Source: Strategic Plan, SCC

25. The development of the Family Hubs will be contributing towards many different aspects of this strategic plan, particularly the three outcome areas which will be at the centre of local plans.
26. Everything we do is underpinned by our workforce values and we would embed these values across the staff who work within the Family Hubs.



Figure 2: Corporate Values Source: Strategic Plan, SCC

27. In September 2021 we consulted with you around our intention to develop Family Hubs across Staffordshire, recommission our Family Support, Outreach service, and agree the next steps for our Early Years Co-ordination commissioned service.
28. The Family Support and Outreach service was recommissioned from the 1st of April 2022 with Family Action and Malachi securing the contracts to deliver the service across the county. The service is now mobilised and continues to support our families in need of Early Help. They will work from the Family Hubs and their support will be ready to align to the single point of access when this is ready.
29. The Early Years Coordination service was brought in house from the 1st of May 2022. The Early Years Coordination Service and the Business Support teams have been brought together as one team. This has been beneficial to understand the functions of the team and how they can support us to deliver the Family Hub Model.
30. Workshops have been held to seek people's views on the core components of a Family Hub, access, relationships and connection and feedback has informed this report.
31. The Early Help strategy has been brought for scrutiny and ultimately Cabinet Approval and the Family Hub is key to the delivery of this strategy.

Local Need:

32. There are circa 185,800 children and young people aged 0-18 years in Staffordshire. Approximately 8,500 babies are born each year across an area which spans 1,010 square miles.
33. Our areas of multiple deprivation are scattered across smaller pockets the county (Appendix 1).

34. Children, young people and their families and communities already benefit from a range of services, provisions and activities offered across the statutory, private, community and voluntary sectors in the county. Sometimes this can be confusing to people who don't understand how to connect with the right help and support. Sometimes people spend too long getting to the right help and support to meet their needs.
35. The impact of the pandemic has had an impact on the local area; income, child development, people's wellbeing and physical health all have been impacted. So now more than ever we need the system of support to be easy to access and responsive to the needs identified.
36. We have an existing network of 11 Children's Centres spread across the 8 districts. We think that the Family Hubs provide the opportunity to build on these local community assets working with other partners to achieve a broader network of Early Help Support.
37. Each Family Hub will have access to a range of data that would underpin their work, an example of this district data profile has been included Appendix 2.

Engagement:

Children Young People and Families

38. The Children's Commissioner launched the Big Ask survey (Supporting Document 4) in 2021 to capture the voices of children in England, over a half a million children responded to the survey. Some of the key themes of the survey were:
 - a. 94% of 6–8-year-olds and 71% of 9–17-year-olds are happy with their life overall;
 - b. 95% of 6–8-year-olds and 80% of 9–17-year-olds are happy with their family life;
 - c. 81% of 9–17-year-olds are happy with the choice of things to do in their area;
 - d. 80% of 9–17-year-olds are happy with their mental health;
 - e. 84% of 9–17-year-olds are happy with their school or college;
 - f. 69% of children felt having a good job or career was one of their main priorities when they grow up;
 - g. 61% of children in care are happy with their life, with 68% happy with their family life.
39. Staffordshire Council of Voluntary Youth services (SCVYS) compiled the top 10 recurring issues and concerns identified by Children and Young People, shown below.

40. The list is compiled from a range of consultations and engagement events over the past few years such as: Make Your Mark, DCMS Youth Review, The Big Ask and The Big Vote.

Top 10 recurring issues and concerns identified by local Children and Young People



Figure 3 - Top 10 recurring issues for CYP. Source: SCVYS.

41. We want the Family Hub Network to work with children and young people so that they feel safe within their home and the community, can access things to do and places to go and the right extra help at the right time.

Partnership and Stakeholder Engagement

42. A range of partners and stakeholders including staff have been engaged in the development of this proposed model. The main themes from the engagement are:

- a. Keen to align services with shared aims and objectives to achieve better outcomes for children and families.
- b. Provide enhance the use of the data we all hold and bring it together to see a clearer holistic picture.
- c. Acknowledgement that following place-based approach is vital to ensure we are meeting the local needs of our families.
- d. A single access point of access for families is critical.
- e. The work should include a shared and underpinning approach to workforce development.

43. Partners were keen to progress and be part of the Family Hub model, but they recognise that the way in which we currently work needs to be considered in order to affect change. In addition, all partners acknowledged that the ambition to deliver this is inhibited by the fact that Staffordshire will not benefit from funding to support the delivery of this transformation.

Proposed Family Hub Model for Staffordshire:

44. There are key components of the Family Hub model and we have taken each in turn to provide an overview of the proposed model.

The Physical Place

45. Developing the Family Hub Networks is an opportunity to build on the Placed Based Approach that we have developed with partners over recent years. We therefore propose that 8 Family Hub Networks are developed aligned to the district and borough boundaries. Details of these can be found in Appendix 4.

46. These family hubs will facilitate district-based conversations with partners to establish the local network.

47. These Family Hub networks will provide whole family support for the communities in a more collaborative and integrated way.

48. These hubs will provide spaces for co-located teams from across the partnership to be based and work from to meet family's needs.

49. This will maximise the opportunities for families to access support close to where they live in a timely way.

Access

50. We have a number of statutory duties which require us to have a Local Offer. In Staffordshire we do this through Staffordshire Connects. We will continue to develop and update this interactive digital directory families and partners so that they can access accurate and up to date information on services that area available across the County and how they can be accessed.

51. We will work towards a single point of access where all referrals are made to the Family Hub. This will require a partnership approach to ensure that onward referrals are received by partners. We will work with partners to achieve an integrated referral form for easy access. It is likely that access to this onward referral will build on the successes of the SEND and Inclusion Hubs.

52. We will ensure that people can access information advice and guidance online, on the phone and via the physical place.

Support Provided

53. The network of support will be flexible, adaptable and respond to changing needs and priorities within each district.
54. The support provided will be peer, community, professional led, and we will ensure that all people working with families understand the principles of restorative practice. We will work to develop a workforce development plan across the partnership that meets the needs identified.
55. We will work with partners to secure their buy in and support for this model which will result in a local plan for the area owned by the partnership.

Governance:

56. Each local area will be supported by Family Improvement Boards who will oversee the operational delivery at a local level and agree local priorities and work programme delivered by the partnership. To achieve this broader purpose the terms of reference for the existing Family Improvement Board will need to be reviewed.
57. We will work with the Local SEND and Inclusion Partnership Boards and district and borough partnership governance to ensure a co-ordinated local governance structure is in place.

Data and Intelligence:

58. We seek to improve our data and intelligence reporting by developing a Family Hub Data Dashboard (Appendix 2) which will help inform future development of services for children and families ensuring services meet the needs of individual communities and resource is targeted in the right places. This system will also provide evidence to support outcomes achieved.
59. We will work to evidence impact so that we understand the impact on outcomes for children and families, agreeing them with leaders and partners by producing a Family Hub dashboard to identify need and evidence impact and outcomes

Legal Implications:

60. The County Council's statutory duties in respect of Children's Centres, as set out in the Childcare Act 2006 and the Apprenticeships, Skills, Children and Learning Act 2009, will be delivered through the proposed network of Family Hubs. This includes:

- a. The duty to secure sufficient Children's Centres to meet local need, so far as this is reasonably practicable.
 - b. The duty to secure that each children's centre is within the remit of an advisory board and a governing body.
 - c. The duty to consider whether early childhood services should be delivered through one of the children's centres in the area.
61. The County Council is required under Section 5D of the Childcare Act 2006 to facilitate appropriate consultation in respect of the significant changes made to services in respect of Children's Centres. Due to the significant changes proposed in respect of the development of Family Hubs, the County Council will be required to undertake a period of consultation and engagement to ensure compliance with Section 5D of the Childcare Act 2006. This is only required in respect of changes to Children's Centres and therefore the County Council will exceed the minimum consultation requirements.
62. Whilst the development of Family Hubs is a significant change in respect of Children's Centres, the County Council is not seeking to remove and/or close any Children's Centre within the county and will continue to deliver the statutory duties outlined.
63. In addition to the above, the development of Family Hubs will also contribute to the delivery of a range of statutory duties, including those set out in the Children Act (1989), Children Act (2004) and the Health & Social Care Act (2012).

Resource and Value for Money Implications

64. There is no additional financial input requested as part of this report. The proposal will be delivered within the existing financial envelope which is in place.
65. The success or not of achieving the full ambition of this report will rely on partnership working with other key partners and stakeholders to enable us to reuse the existing resource we have to better effect.
66. Full details of the proposals have been costed and can be delivered within the existing budget.

Climate Change Implications

67. It is not envisaged that this report will have an impact on climate change or help us to realise these ambitions however work will be undertaken with the team to understand the contribution or action that could be taken to contribute once fully mobilised.

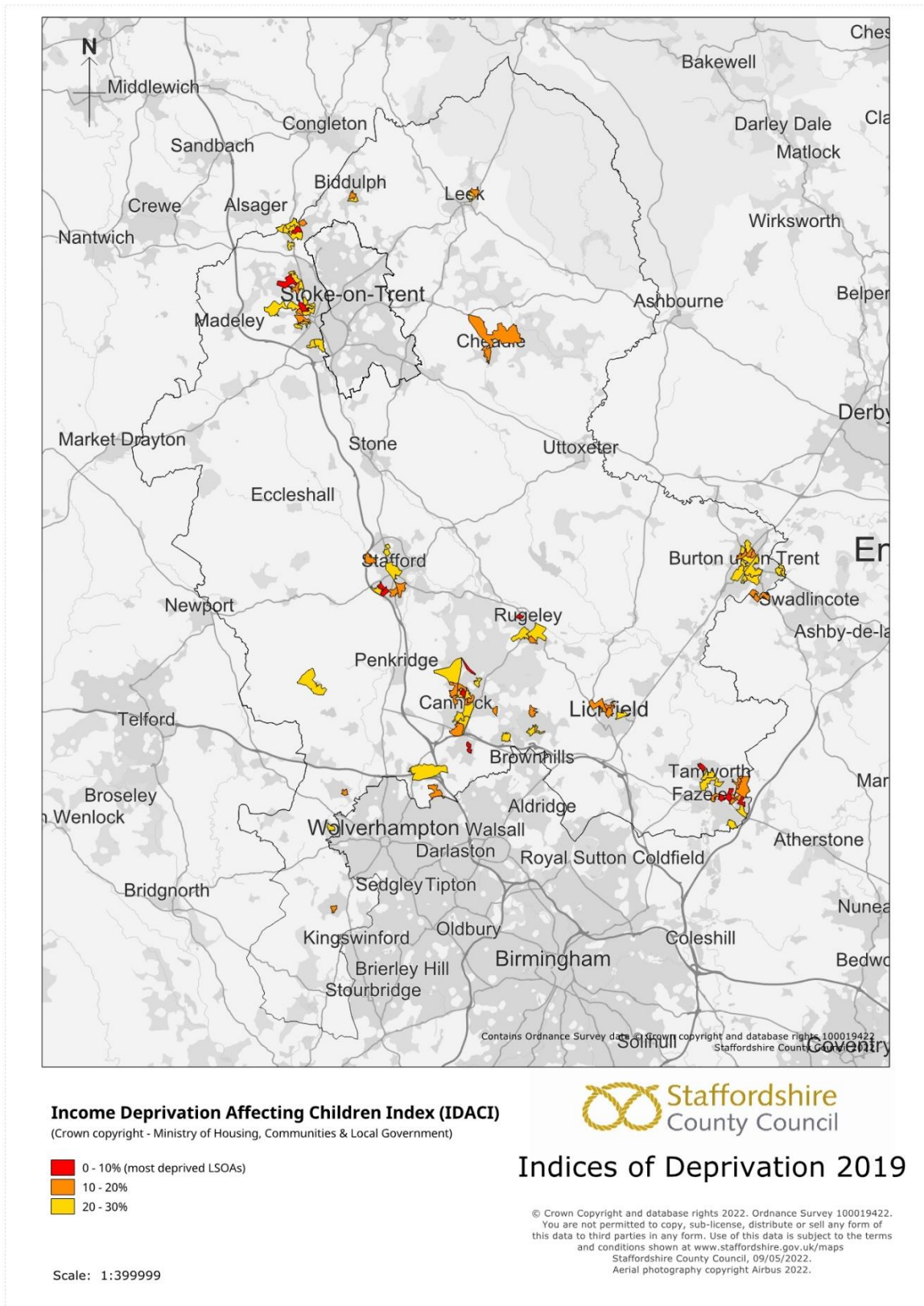
List of Background Documents/Appendices:

1. Best Start for Life Review – Andrea Leadsom published 25th March 2021: <https://www.gov.uk/.../the-best-start-for-life-a-vision-for-the-1001-critical-days>
2. Appendix 1 – Areas of multiple deprivation
3. Appendix 2 – Data Pack East Staffordshire
4. Appendix 3 – Draft Proposal for the Family Hub and Network sites
5. The Big Ask Survey: [The Big Ask - The Big Answer \(childrenscommissioner.gov.uk\)](#)
6. [Community Impact Assessment](#)

Contact Details

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Appendix 1: Areas of multiple deprivation



Appendix 2: Family Hubs Needs Analysis: Summary for East Staffordshire, July 2022 (DRAFT)

Population characteristics

Based on the 2021 Census there were 124,000 people living in 51,300 households in East Staffordshire of which 7,000 (6%) were aged under five and 28,900 (23%) aged under 20. Based on 2011 Census data, almost 14% and one in five children and young people under 25 are from a minority ethnic group – this proportion is likely to have increased by now and means that support may need to be tailored. They are largely concentrated in Burton wards: Anglesey, Burton, Eton Park and Shobnall (for children and young people in these wards the proportion ranges from 38% to 60% of the population). Around 27% of households in East Staffordshire have dependent children which includes 6% that are lone parent households.

Based on the 2019 Index of Multiple Deprivation 26% (or around 33,500 residents) of East Staffordshire's population live in the 30% most deprived areas nationally. There is a rising number of children under 16 living in low-income households in East Staffordshire (22%) and this is likely to continue to increase based on rising costs of living. There are higher proportions of children living in low-income households in central Burton, for example in Anglesey the proportion is 42%. Many of these areas experience poorer child outcomes.

Happy and healthy

Life expectancy for boys and girls born in East Staffordshire are 78 and 83 years respectively, both are below the England average. During 2020 there were around 1,300 live births to women in East Staffordshire with fertility rates higher than the England average with areas in Burton particularly high. Teenage pregnancy rates during this period were similar to England (around 20 under 18 conceptions) although some wards have higher than average teenage pregnancy rates. Infant mortality rates have consistently been high in East Staffordshire; the latest rate did however fall and rates are now similar to the England average. Smoking in pregnancy and low breastfeeding levels are key infant mortality risk factors. The proportion of babies born with a low birthweight (around 7%) is similar to the national average. Access to maternity care and perinatal mental health in Staffordshire has been highlighted as a concern as a consequence of the coronavirus (COVID-19) pandemic.

Around one in six children aged five have visible tooth decay. However, the proportion has fallen and is better than the England average. Excess weight remains a challenge; by the time children reach four/five, around 29% are overweight or obese which is higher than then England average. By the time children reach 10-11 (Year 6) the proportion of children who are overweight or obese increases to over a third (34%), which is similar to the national level. Some wards in Burton have high levels of children who are overweight and obese. This is coupled with levels of physical activity being relatively low with only two in five children active for the recommended levels. The proportion of adults in East Staffordshire who are overweight or obese is also higher than average with physical activity levels also low.

Young people in Staffordshire report mental health as one of their top concerns with hospital admissions for mental health increasing between 2019/20 and 2020/21. The overall trend of young people self-harming in the County is also rising (although hospital admissions for self-harm did fall between 2019/20 and 2020/21). The rate of hospital admissions caused by injuries in young people is lower than the national average.

Figure 1: Top 10 recurring issues for Staffordshire children and young people, May 2022



Source: Compiled by SCVYS on behalf of the Families Strategic Partnership Board based on various consultations including Make Your Mark, #TheBigAsk, DCMS Youth Review, The Big Vote (Children and Young People in Care) and insight from local youth engagement practitioners

Feel safe and belong

Staying safe and having extra support at the right time are key themes cited by children and young people in Staffordshire.

As at the end of June 2022 there were around 290 children within open early help assessments in East Staffordshire with rates similar to the County average. There were 410 children in need (excluding those on child protection plans and looked after by the local authority). Rates of children on child protection plans in East Staffordshire are increasing with almost two-thirds of plans citing the primary category of abuse as neglect. There were almost 160 children in care in East Staffordshire at the end of June 2022 with rates similar to the County average.

Domestic abuse and parental mental health are key factors cited in assessments. The number of domestic abuse crime and incidents reported to the Police in East Staffordshire is similar to the County average although wards in Burton report higher rates. Police data suggests that children are present at around 35% of domestic abuse crime and incidents.

Overall crime rates in East Staffordshire are higher than the County average. In addition, rates for some wards are high, for example Burton ward has rates six times the Staffordshire average. Juvenile reoffending rates in East Staffordshire are 29% which is similar to the England average.

Achieve and contribute

The availability of good quality, affordable and accessible childcare is important to reduce social inequality and improve outcomes for children and families. There is relatively good take up of early years education in East Staffordshire with take-up increasing between Spring 2021 and Spring 2022 (74% for two-year olds and 89% for three to four years olds). However, it remains below the Staffordshire average and is particularly low in some wards such as Burton and Stapenhill where around 50-55% of eligible families access Think 2.

Access to early years for under-fives in East Staffordshire is good with rates at around 81% which is higher than the County average with children from the 30% most deprived areas also having higher than average access rates. Attendance at Children Centres in East Staffordshire is also good with a higher rate of attendance compared with the County average.

The proportion of children who achieve a good level of development at Reception in East Staffordshire is 72% which is similar to the England average but below the Staffordshire average with some areas having particular low levels (at electoral ward the proportion ranges from 59% to 93%). The proportion of families taking up mandated health visitor contacts is improving across Staffordshire. However early data also suggests that as a result of the pandemic the proportion of children at 12 months who are missing some learning and development milestones has increased.

KS4 education attainment remains a key concern for East Staffordshire with children on free school meals faring even worse. The percentage of children who are absent or excluded from schools also remains an issue with levels higher than the Staffordshire average. Around 960 children and young people in East Staffordshire have an education or health care (EHC) plan with transition from primary to secondary schools noted as a cause of concern by practitioners.

As at March 2022 there were around 35 16-17 year olds not in education, employment or training (NEET) in East Staffordshire which is lower than the England average. Claimant counts for 16-24 year olds in East Staffordshire are also lower the England average although Shobnall and Stapenhill wards did have higher than average rates as at June 2022.

Further information

Detailed information for East Staffordshire including trends and small area level where data is available will be accessible within the Family Hubs Power BI dashboard (see Appendix A for list of measures).

Appendix A: List of proposed measures to be included within the PBI dashboard

<p>Population characteristics</p> <p>Population estimate and projections Population projections for children and young people Ethnic breakdown for children Household composition Children under 16 living in relative poverty Residents living in 0-30% deprived areas</p>	<p>Feel safe and belong</p> <p>Referrals to 'tier 2' services Early Help Children Social Care Domestic abuse Crime rates Reoffending rates</p>
<p>Happy and healthy</p> <p>Life expectancy at birth General fertility rates Teenage conception rates Infant mortality rates Access to maternity services Access to perinatal mental health Obesity in early pregnancy Drinking in early pregnancy Smoking in pregnancy Low birthweight babies Breastfeeding rates Dental tooth decay Physically active children and young people Childhood obesity Adult lifestyles Unintentional and deliberate injuries Mental health admissions Hospital admissions as a result of self-harm</p>	<p>Achieve and contribute</p> <p>Children who achieve a good level of development Health visitor mandated contacts Access to early years education Registration and access to Children Centres Children with special education needs or disabilities GCSE attainment School absence and exclusions rates 16-17 year olds not in education, employment or training (NEET) Youth unemployment</p>

Appendix 3: DRAFT Proposed Sites for Family Hub and Network sites

This outlines the buildings that have already been identified from the existing Children's Centres which we propose are the sites for the Family Hubs. It is envisaged that we will build upon this list through various partnership conversations over the coming months.

District/Borough	Proposed Family Hub (Main Site)	Sites that will be part of the Family Hub Network
Newcastle-under-Lyme	<ul style="list-style-type: none"> Newcastle Children's Centre 	<ul style="list-style-type: none"> Chesterton Vision Maryhill Children's Centre
Staffordshire Moorlands	<ul style="list-style-type: none"> Biddulph Children's Centre 	
Stafford	<ul style="list-style-type: none"> Stafford Children's Centre/Families First at Faraday Road 	<ul style="list-style-type: none"> Silkmore Children's Centre
Cannock	<ul style="list-style-type: none"> Cannock Children's Centre 	<ul style="list-style-type: none"> Rugeley Children's Centre
East Staffordshire	<ul style="list-style-type: none"> East Staffordshire Children's Centre 	<ul style="list-style-type: none"> Hill Street Health and Wellbeing Centre
Richfield	<ul style="list-style-type: none"> Charnwood Children's Centre 	
South Staffordshire	<ul style="list-style-type: none"> Landywood Children's Centre 	
Tamworth	<ul style="list-style-type: none"> Glascote Children's Centre 	<ul style="list-style-type: none"> Leyfields Children's Centre

Community Impact Assessment

Family Hubs

Author: Natasha Moody

Date Tuesday, 11 October 2022

The CIA

➤ Equality Assessment

Protected Characteristics	Benefits	Risks	Mitigations / Recommendations
<p>Age - older and younger people</p>	<p>There is likely to be an improvement in the access to early help and support for children, young people and their families.</p> <p>Use of predictive analytics will improve the targeting of those most in need.</p> <p>Improves Best Start for young children</p>	<p>N/A</p>	<p>N/A</p>
<p>Disability - people who are living with different conditions and disabilities, such as: mental illnesses, long term conditions, Autism and other neurodiverse conditions, learning disabilities, sensory impairment and physical disabilities.</p>	<p>The work plans to build on the existing good practice in the SEND and Inclusion hubs to support earlier and better identification and support for those with Special Educational Needs and Disabilities.</p>	<p>There is a risk that children with disabilities may be less likely to access the right support at the right time in the right place</p>	<p>We will ensure that actions are built into the SEND Delivery Plan to ensure that this is addressed and considered.</p>

Protected Characteristics	Benefits	Risks	Mitigations / Recommendations
	Earlier Help could ensure better support for children, young people and families with disabilities.		
Gender reassignment - those people in the process of transitioning from one sex to another	The offer will be available to all children, young people and families.	There is a risk that the scale of the need is not currently well understood and therefore could mean that there are gaps in service provision locally	Local Family Improvement Boards will receive data profiles to consider emergent needs so that they can develop local plans
Marriage & Civil Partnership - people who are married or in a civil partnership should not be treated differently at work	The offer will be available to all children, young people and families.	N/A	N/A
Pregnancy & Maternity - women who are pregnant or who have recently had a baby, including breast feeding mothers	A better more co-ordinated local offer in place as people are pregnant and on maternity leave	N/A	N/A
Race - people defined by their race, colour, and nationality (including citizenship) ethnic or national origins	The offer will be available to all children, young people and families.	There is a risk that some people are underrepresented when accessing support.	This will be monitored as part of the performance data at a local level so that this can be monitored and addressed.

Protected Characteristics	Benefits	Risks	Mitigations / Recommendations
Religion or Belief - people with any religious or philosophical belief, including a lack of belief. A belief should affect a person's life choices or the way they live for it to be considered	The offer will be available to all children, young people and families.	There is a risk that some people are underrepresented when accessing support.	This will be monitored as part of the performance data at a local level so that this can be monitored and addressed.
Sex - men or women	The offer will be available to all children, young people and families.	There is a risk that some people are underrepresented when accessing support.	This will be monitored as part of the performance data at a local level so that this can be monitored and addressed.
Sexual orientation - whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes	The offer will be available to all children, young people and families.	There is a risk that some people are underrepresented when accessing support.	This will be monitored as part of the performance data at a local level so that this can be monitored and addressed.

➤ **Workforce Assessment**

Who will be affected – consider the following protected characteristics: age, disability, gender reassignment, marriage & civil partnership, pregnancy & maternity, race, religion or belief, sex and sexual orientation	Benefits	Risks	Mitigations / Recommendations
Staff impacted is unknown at this stage. Once this is known the CIA will be updated to reflect the impact known	N/A	N/A	N/A

Health and Care Assessment

Key considerations	Benefits	Risks	Mitigations / Recommendations
The proposal is aiming to improve residents wellbeing, through improved access which makes it easier to find the right help, at the right time in the right place.	Improved access, relationships and connections.	There is a risk that the needs outweigh the resources.	Continue to monitor the needs assessment locally.

➤ Communities Assessment

Key consideration	Benefits	Risks	Mitigations / Recommendations
The proposal is seeking to improve the community offer locally. We will have a better data which will enable us to determine the support provided to areas of need.	Improved local data, improved local offer Improved access, better network	There is a risk that the need for support outweighs the offer available	Continue to monitor the needs assessment locally.

➤ **Economic Assessment**

Key consideration	Benefits	Risks	Mitigations / Recommendations
Economic growth	<p>The proposal is seeking to make families lives easier which could result in more people being supported to work.</p> <p>Volunteering is a key aspect of the support which could increase people's skills</p> <p>Staff team changes are required and could mean different jobs with different skills being available</p>	<p>There is a risk that staff do not want to work in the new model and seek alternative roles elsewhere.</p> <p>We currently have a number of vacancies which we cannot recruit to and this could continue to be the case in future.</p>	<p>Work with People Services to understand the staff changes required and potential impact.</p> <p>Develop a plan to mitigate the risk relating to recruitment.</p>

➤ Climate Change Assessment

A key priority within our Strategic Plan is to 'Tackle climate change, enhance our environment, and make Staffordshire more sustainable'. This section should therefore be used to identify the impact of the proposal on delivery of this priority. .

Key considerations	Benefits	Risks	Mitigations / Recommendations
The proposal will see the development of local Family Hubs and their networks. This is likely to result in better access closer to home	Less travel, Ease of access to support meaning less waste	N/A	N/A

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➤ Environment Assessment

Key considerations	Benefits	Risks	Mitigations / Recommendations
Better access to local communities and the environment to improve health and wellbeing	The local network will result in better identification of local amenities and use of local spaces.	N/A	N/A

Cabinet Meeting on Wednesday 19 October 2022

Early Help Strategy 2022-2027



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

“As a county council we are committed to working with partners across Staffordshire to ensure that the welfare of children and young people is a top priority.

“This strategy out our joint approach to help ensure that young residents and their families get the right help at the right time and in the right place.”

Report Summary:

As a local authority we have responsibility to promote interagency working and co-operation to improve the welfare of all children and the first step in doing this is developing an Early Help partnership strategy.

Staffordshire’s Early Help Strategy needs reviewing and updating. This is the proposed new version, which has been developed as a partnership to reflect our shared principles and commitment to Staffordshire children and families.

Recommendations

I recommend that Cabinet:

- a. Endorse the partnership’s Early Help Strategy; and
- b. Advocates at every opportunity for the promotion of and implementation of Early Help.

Cabinet – Wednesday 19 October 2022

Early Help Strategy 2022-2027

Recommendations of the Cabinet Member for Children and Young People

I recommend that Cabinet:

- a. Endorse the partnership's Early Help Strategy; and
- b. Advocates at every opportunity for the promotion of and implementation of Early Help.

Local Member Interest:

N/A

Report of the Director for Children and Families

Reasons for Recommendations:

Background

1. We have had an Early Help Strategy in place since 2015 and have delivered much needed early help to Staffordshire children, young people, and families, supporting them to achieve better outcomes. This has been evidenced through our commitment to the Supporting Families Programme known locally as Building Resilient Families and Communities (BRFC).
2. However, it is time now to refresh the strategy to reflect local and national change. There is an even greater need for early help since the first strategy was produced the Covid-19 pandemic has seen a widening of existing inequalities across society and now more than ever we need a coordinated partnership response to support offers for families.

Participation and Engagement

3. The strategy has been refreshed through our Early Help and Place-Based Approach Group, underpinning our joint commitment to delivering the Strategy. Each partner has a statutory responsibility to respond to as Early Help as everyone's responsibility. This Group are also developing the linked Delivery Plan to ensure that the Strategy is fully realised.

4. We engaged with children, young people and families which informed the development of this strategy. They have told us:
 - a. They like working with us when they are treated as individual with high challenge, high support.
 - b. They want more information that is clear on where to go and who to talk to when they are in need.
 - c. Parents/Carers want us to use more face to face as we emerge from the impact of COVID-19 to ensure that parents feel they are being well supported.
 - d. The language we use is important. Make sure it is user friendly with no jargon or abbreviations.
 - e. Access for all parents requesting help and support could be easier.
 - f. Families want to repeat their stories less.
 - g. They want support when they ask for it and often find they wait too long for the help and support that they need.
5. This feedback has informed the Early Help Strategy we have prepared and will continue to inform the Delivery Plan.

Link to the Family Strategic Partnership Board Strategy

6. The Early Help Strategy contributes to all three outcomes of Happy and Healthy, Feel Safe and Belong and Achieve and Contribute. The measurable priorities built into the strategy have been aligned to three outcomes to help reinforce the connectivity to the strategic plan and retain the focus of our partnership intentions.
7. Delivery of the strategy will be overseen by the Early Help and Place-Based Approach Group through a shared Delivery Plan.
8. The strategy aligns with the national development of Early Help as recommended by the Department for Levelling Up Housing and Communities (DLUHC) through the Supporting Families Programme, (known locally as the Building Resilient Families and Communities programme).
9. Oversight by these boards supports active partnership contribution and ownership of the strategy.

Community Impact Assessment

10. It is envisaged that this strategy will have a positive impact on the community. Through an inclusive and whole family approach being shared across Early Help partners, children and family's needs can be met earlier on. Thereby, reducing the chance of children and families

experiencing greater exposure to harm. A full CIA is included as an Appendix to this report.

Legal Implications

11. After review by the legal team, there are no legal implications identified.

Resource and Value for Money Implications

12. There is no specific funding relating to this report or strategy. By working in an inclusive way, listening to families and considering the family as a whole, we can identify their support needs early on. This will work towards rebalancing the system safely and appropriately away from statutory and specialist services to working with children and families early in the life of a problem. This approach is crucial in improving outcomes for children and young people as well as managing demand and cost pressures.

Climate Change Implications

13. In our revised strategic plan 2022-26 climate change has been elevated to a priority; tackle climate change, enhance our environment, and make Staffordshire more sustainable. Through services working in a coordinated and inclusive way, at a local level, this may contribute to reduced travel arrangements to access services.

List of Background Documents/Appendices:

[Supporting Families: Early Help System Guide](#)

Department for Education/Department for Levelling Up, Housing and Communities
Published 2 April 2022

[Working Together 2018](#)

Department for Education
Published 26 March 2015 and updated 9 December 2020

Appendix 1 – Early Help Strategy
Community Impact Assessment

Contact Details

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Staffordshire's Early Help Strategy 2022 - 2027





Foreword

As the chair of the Families Strategic Partnership Board, it is a privilege to introduce this strategy.

Firstly, I would like to thank all the children, young people, families, and partners who helped us get to this point.

Your voice was heard, and we will continue to work with you to help and support you, when you tell us you need us. We were extremely pleased to hear where we had got this right for so many families already. We want to get even better as too many of you told us that COVID had adversely impacted on you, your lives, and the way in which we worked with you to meet your needs.

What was clear is that you want us to provide the right help, in the right place, at the right time and sometimes we could do this earlier and in a more seamless way, wrapping the support around you, in a more co-ordinated way.

This strategy shares our commitment, our values, the outcomes we are seeking to achieve and the way in which we will work with you so that we all have a common understanding of where we are trying to get to and how we will work with you to achieve this.

What we now need is everyone's collective action to help us make a real difference for every child, young person and family who is looking for help and support in Staffordshire. Building trusting relationships in a joined-up way to help you and your family with your changing needs.

I am confident that we can do this together. Early Help is critically important to our partnership, it was the priority that united us, as we all want to help and support children, young people, and families as early as we can so that you have a better life.

Neelam Bhardwaja

Director for Children and Families Services and
Chair of Staffordshire's Families Strategic Partnership Board.

Our Commitment

"We will provide children and families with the support they need at the earliest opportunity by the people who are best placed to help."

"We will be inclusive, positive and build trusting relationships with families. We will work with families to put what they need first, as listening to families is at the heart of what we do."

Governance

Our commitment and the delivery of our strategy will be led by the Early Help & Placed Based Approach Partnership. They will bring this to life and make it the centre of what they do. They will be held accountable by the Family Strategic Partnership Board who are a sub-group of the Health and Wellbeing Board.



What you have told us

We talked to you about Early Help and you told us you wanted the **RIGHT HELP**, at the **RIGHT TIME** in the **RIGHT PLACE**.



You want us to listen and hear what you and your family are telling us so that we can fully understand what you all need.

You want us to think about the words we use and how we talk with you and your family, as sometimes we put barriers in the way by using words you don't understand.

You want people working with you and your family to talk to one another, so you don't have to keep on repeating the same things time and time again.



You want asking for help to be easy to do, as everyone needs help now and again.

You don't want to be judged when asking for the help you need or telling us about what life is like for you.

You want us to all work together to provide this help earlier, as sometimes this comes too late.



You want to know what support there is.

You want it to be clear and easy to use.

You want to be able to ask when you don't know where to go.

You want us to do this in person sometimes as some things are easier to say in person.

You want this close to where you live and easy to find.

Hearing what you want has helped us to improve our Delivery Plan and shape what our approach to Early Help needs to be.

Early Help means that children get the support needed to reach their full potential and improve their long-term outcomes¹.

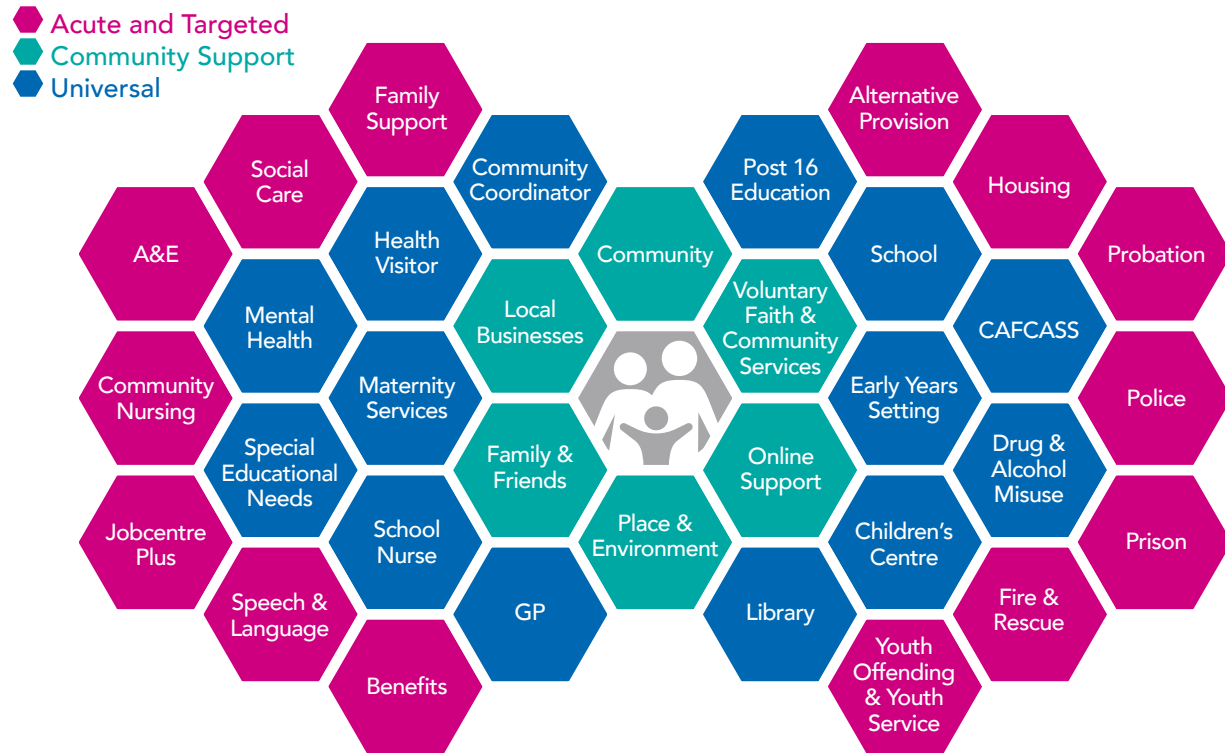
It can improve the quality of a child's home and family life, enable them to perform better at school and support their mental health and development². Early Help can also support a child to develop strengths and skills that can prepare them for adult life.

Early Help can take many forms, such as community advice programmes, school-based programmes, mentoring and peer support schemes, support in the home, home visiting programmes and more. It is about the right level of support for the challenges the family is facing at that time. Early Help is helping those who may not always find it easy to access support but will benefit from getting it and as soon as possible, sometimes before they know they need it.



Our approach to Early Help right help, right time, right place

The Early Help System



Early Help is everyone's responsibility - it is a collaboration and not about an individual service working alone, it relies on everyone working together effectively. It is expected that any worker or volunteer from any agency, provider or service will respond to meet those needs, by working with others to do so.

It recognises that no one is an expert in everything and there is a team of partners available to share information, offer advice, guidance and practical hands-on support to one another, when needed. We engage with communities, the voluntary sector, partners, and universal services to address all needs at the earliest point.

¹ Clarke, A., Morreale, S., Field, C., Hussein, Y. & Barry, M. (2015). What works in enhancing social and emotional skills development during childhood and adolescence? Early Intervention Foundation. www.eif.org.uk/report/what-works-in-enhancingsocial-and-emotional-skills-development-during-childhood-and-adolescence
² Early Intervention Foundation (2021). Spending review 2021: The case for early intervention to support levelling up and Covid recovery. [early-intervention-to-support-levelling-up-and-covid-recovery-1.pdf](https://www.eif.org.uk/wp-content/uploads/2021/06/early-intervention-to-support-levelling-up-and-covid-recovery-1.pdf)

Our model of Early Help support

A lead person for the family to help coordinate support

A lead worker is dedicated to a family to build an honest and productive relationship. We know that Early Help works best when those who know the family well or speak with them regularly act as the lead worker and the point of contact for the family. The lead worker engages with a range of other agencies to ensure that the support is coordinated and meeting the needs of the children and their families.

Working 'with' the family not doing 'to' or 'for'

Parents, carers, children, and their local community have lots of skills, assets and strengths. To empower families to develop their confidence, knowledge and improve problem solving skills, Early Help partners work 'with' families, rather than doing 'for' or 'to' families. This is known as a strength-based 'restorative approach' that builds the child, parents/carers and family's resilience, so they can achieve better long-term outcomes for children.

Considering the whole family

Early Help will consider the needs of the family as a whole, understanding these are interconnected and doing what works best for the child(ren).

Everyone working to the same family plan

Whilst the family have one main lead worker helping to link them with appropriate support, successful Early Help requires a partnership response that needs bringing together into one plan. It can be difficult for the family if they are working with more than one agency, the family may experience lots of people wanting them to do things at the same time. Having one plan with coordinated support is easier for the family to work with, as it makes sure they do not have to deal with these competing demands. To help manage effective multi-agency support, 'Team Around the Family', or 'Restorative Circle' meetings can bring all the services involved together to coordinate support.

Delivering hands on practical support

The actions planned together need to consider what practical support may be required, such as how to do something, not presume everyone already knows how to do something. This might be how to work out a morning routine to get the children to school on time, guidance and reassurance for a parent learning a new technique like breast feeding, changing a nappy, how to get from point a to b using public transport or how to do a household budget, for example.



Early Help in action | Case studies



As part of routine contact by the Health Visitor, additional support needs were identified for a 20-month-old child's speech and language development.

A referral was made to the Speech Therapist. By considering the whole family, the Health Visitor was able to identify the older sibling had experienced similar development difficulties, so made a referral to the Early Years Forum for wider development support. The Health Visitor had got to know the whole family and identified Grandma was a good source of support for Mum and Dad. This meant Grandma was able to help with managing childcare, allowing Dad to take the child to the speech and language appointments with Mum.



A young man was regularly missing school and getting into trouble when he did attend.

His situation worsened when he connected with a peer group engaging in anti-social behaviour within the local community.

A local youth charity reached out to the young man and got him involved in their after-school football club, which he attended regularly. His attitude and behaviour improved and in recognition of this, he was given coaching responsibility. This coaching role improved his confidence and self-esteem. After three years, this young man is a part time coach and working full time. He is kind, respectful and a great role model to other young people.

A 12-year-old girl visited the school nurse to discuss internet safety and concerns about her own emotional wellbeing.

The girl talked about her distress and self-harm; the nurse noticed that she was having difficulty understanding and processing information. Talking with her parent later, they confirmed that their daughter had a diagnosis of dyslexia and they had been trying to reach out for support unsuccessfully. The school nurse was able to bring in additional emotional support and help with speech and language.



Police were concerned about anti-social behaviour involving young people.

The Police contacted the Vulnerability Partnership who were able to link local Youth Workers to the site at times the anti-social behaviour was taking place.

This allowed local young people to be positively engaged, listened to and appropriate support to be in place with the help of the school partnership.

Early Help in action | Case studies



A young man was dealing with trauma and has severe anxiety.

A voluntary, charity group reached out to the young man and his parent to offer support. Mum welcomed their help and shared her belief that her son has mild autism, also that she struggles to cope with his behaviour and is concerned about his lack of socialising.

The group felt the young man would benefit from holding some responsibility; tasks that would empower but not overwhelm him. He was asked to take some photos for the charity's website, he excelled and was recognised for his achievement.

The young man receives ongoing counselling support from the group and continues to be responsible for their photography. Through the group's contacts with other agencies, a bike was donated to the young man, encouraging him to socialise with his friends.

The young man's behaviour, concentration, and his relationship with his family has improved massively.

Mum and her two young children came to Staffordshire with very limited English language skills and confidence.

It soon became clear that the worries around some of Mum's child supervision were because she had little choice; the family were living in poverty with no support networks or benefits.

After working with a Family Practitioner, Mum has the right benefits in place, they have a safe place to call home and both children are in education. Mum is spending positive time with the children, and they are accessing activities and services in the community together, with the friends they have made. Mum is attending college to study 'English for Speakers of Other Languages' (ESOL) and is very keen to move into work and be a positive role model for her children.



A 15-year-old girl was pregnant and needed support, given her age and previous service involvement.

An Early Help Assessment was completed that also involved the soon to be grandparents and teenage expectant father. A 'Team around the Family' was put in place, bringing in support from the Family Practitioner, midwife, and school.

Working with the family, a plan was put in place to give support to the mum-to-be and wider family. The mum-to-be was able to continue her education and both parents attended 'Bump to Baby' antenatal sessions to prepare them for parenthood. Their baby is now born, and mum is doing exceptionally well with the skills she has learnt. The young parents are working out co-parenting between them with the wider family supporting this.

Making a difference

Staffordshire has a strong partnership successfully delivering much needed Early Help to children and their families, but we know there is more to be done.

We recognise that by working more effectively with each other, and with children and families, outcomes for Staffordshire children and their families can be improved further.

Our Early Help Strategy shares the same outcomes chosen by the Family Strategic Partnership Board and the Health and Wellbeing Board. Our linked measures track and evaluate our contribution to these partnership outcomes.



Outcome 1 Children will be Happy and Healthy if we...

Improve Children and Families' mental health and emotional wellbeing

Encourage communities to be more active and live healthier lifestyles

Reduce avoidable hospital admissions

Improve community networks that promote independence and local resilience

Early Help Measures

Increase in the number of Children attending school taking part in community activities - building their confidence, social skills, and support network

Increase in Family/Parents/Carers feeling better equipped to manage the Child's mental health and well-being

Decrease in the number of Children presenting at hospital with accidental injuries



Outcome 2 Children will Feel Safe and Belong if we...

Support families to stay together

Reduce Infant and Child mortality rates

Improve parenting skills and aspirations

Develop the formal Early Help support that families receive from professionals and improve the informal Earliest Help offer in local communities through partnership working

Early Help Measures

Increase in the number of Families engaged with appropriate support that can be seen to be making a difference

Increase in the numbers of Parents/Carers demonstrate improved, positive parenting

Increase in the number of Children feeling safe at home



Outcome 3 Children will Achieve and Contribute if we...

Focus on giving Children the 'best start in life' and ensure that children are ready for school

Improve educational achievement and raise aspirations at all ages

Connect families to more and better employment opportunities

Early Help Measures

Increase in the number of Children entering school ready to learn

Decrease in the number of households reliant solely on benefits Increase in the number of Children feeling safe at home

Decrease in the number of Children: experiencing criminal or pre-criminal exploitation (e.g., radicalisation), involved in crime or anti-social behaviour, experiencing harm that requires higher level social care service involvement

Community Impact Assessment

Early Help Strategy 2022-2027

Author: Selina Del Corso, Commissioning Manager for Early Help

Date: Tuesday, 11 October 2022

➤ Equality Assessment

The Public Sector Equality Duty is part of the Equality Act 2010 and this Duty requires us as a public body to have 'due regard' to eliminating discrimination, harassment and victimisation and any other conduct that is prohibited by or under the Act. It requires us to advance equality of opportunity and foster good relations between people who share a 'relevant protected characteristic' and people who don't.

Protected Characteristics	Benefits	Risks	Mitigations / Recommendations
<p>Page 224</p> <p>Age - older and younger people</p>	<p>The strategy relates to families with children aged 0-19 and up to 25 years for those with SEND.</p> <p>The strategy has been developed recognising that families have children of different ages within them and that support needs to be both tailored to meet the needs of different age ranges, as well as consistent across the different age groups.</p>	<p>Families identifying which service to access based mainly on the age of their child(ren).</p>	<p>The range of Early Help partners working across children's services is vast. Whilst some have a focus on 0-5year olds for example, the multiagency way of working supports appropriate information sharing, working together and consideration of the whole family.</p> <p>There is no age restriction on accessing Early Help services for parents / carers, so teenage parents can access services as well as older parents / carers.</p>
<p>Disability - people who are living with different conditions and disabilities, such as: mental illnesses, long term conditions, Autism and other neurodiverse conditions, learning disabilities, sensory impairment and physical disabilities.</p>	<p>Children and Young People with SEND and their families to be able to access Early Help local to them.</p>	<p>Risk of Early Help services not being designed in an accessible, inclusive way. This may result in children and their</p>	<p>The strategy encourages partners to ensure Early Help offers are accessible and inclusive to children, young people and families, including those with SEND (up to 25 years).</p>

Protected Characteristics	Benefits	Risks	Mitigations / Recommendations
		<p>families not feeling supported or not feeling welcome.</p>	<p>The Strategy complements the delivery of the Building Resilient Families & Communities programme (Supporting Families Programme) model of whole family working. This programme includes criteria, indicators and outcomes in relation to children with SEND, including Social, Emotional and Mental health support needs.</p> <p>The Strategy gives a commitment statement which includes 'being inclusive, positive and build trusting relationships with all families', requiring partners to ensure that Early Help offers are accessible and inclusive to all children and families, including those with disabilities and SEN.</p> <p>Partners ensure that facilities or support is available, as needed, to ensure that the services are accessible to people with disabilities.</p>

Protected Characteristics	Benefits	Risks	Mitigations / Recommendations
			<p>The Strategy aligns with the SEND Strategy by incorporating similar community accessibility aims and Early Help offers being inclusive of SEND.</p>
<p>Gender reassignment - those people in the process of transitioning from one sex to another</p>	<p>All significant family members or sources of support for the child(ren) and family being recognised and included in Early Help services, will support inclusion of additional factors and opportunities for the child at the heart of the service.</p>	<p>Missing or mis-representing family members.</p>	<p>The range of Early Help partners working across children’s services is vast. The multiagency way of working supports appropriate information sharing, working together and consideration of the whole family, including appropriate needs, such as young people only groups, where appropriate.</p> <p>The Strategy includes a partnership commitment statement which supports ‘being inclusive, positive and build trusting relationships with all families’, requiring partners to ensure that Early Help offers are accessible and inclusive to diverse communities.</p> <p>The Early Help model includes considering the family as a Whole (whole family approach). This</p>

Protected Characteristics	Benefits	Risks	Mitigations / Recommendations
			<p>includes the strengths and needs of all family members.</p> <p>The Strategy incorporates the place-based approach through 'place'. This recognises the value of localised service offers, where the partner has a clear understanding of the diverse needs of the local community and put in place a service which responds to these.</p> <p>The core Staffordshire County Council Early Help offers are subject to regular audit. This includes consideration of how the practitioner considers and understand family dynamics, such as culture, values and individual needs of children and families. This would include consideration of all family members. Health have a similar audit process and we encourage partners to consider their quality assurance measures through the Early Help and Place-Based Approach Board.</p>

Protected Characteristics	Benefits	Risks	Mitigations / Recommendations
<p>Marriage & Civil Partnership - people who are married or in a civil partnership should not be treated differently at work</p>	<p>N/A</p>	<p>N/A</p>	<p>Although the Strategy will have no direct impact in terms of marriage and civil partnership, it does take into account families' individual circumstances and will utilise a whole family approach. In families where parents have separated, by the Early Help partners considering the family as a whole, all of the significant adults within the family including those who may no longer live within the family home are included in this model of Early Help.</p>
<p>Pregnancy & Maternity - women who are pregnant or who have recently had a baby, including breast feeding mothers</p>	<p>Earliest support in the child's life and parents experience of parenthood.</p>	<p>Unborn children not being considered as part of Early Help offers.</p>	<p>The range of Early Help partners working across children's services is vast. The multiagency way of working supports appropriate information sharing, working together and consideration of the whole family, including appropriate needs, such as support for expectant parents.</p> <p>The Early Help Strategy is intended to encourage partners to consider the family as a whole. The Early Help partnership includes health visitors, and community, voluntary sector partners, who support expectant / new parents.</p>

Protected Characteristics	Benefits	Risks	Mitigations / Recommendations
			<p>All partners are required to abide by SSCB Safeguarding Policies & Protocols, which includes the 'Responding to Concerns about Unborn Children' Policy.</p> <p>The Early Help Strategy will also complement the development of the Family Hubs on a placed-based footprint.</p>
<p>Race - people defined by their race, colour, and nationality (including citizenship) ethnic or national origins</p>	<p>Supporting Early Help support to be an accessible and inclusive model for Staffordshire's diverse communities.</p>	<p>The Strategy may not go far enough to be culturally inclusive for BAME communities and does not address diverse needs.</p>	<p>The Strategy includes a partnership commitment statement which supports 'being inclusive, positive and build trusting relationships with all families', requiring partners to ensure that Early Help offers are accessible and inclusive to diverse communities.</p> <p>The Strategy recognises 'place' as important, for local, place-based approach, Early Help offers. This improves the Early Help partners supporting the local community to have a better understanding of the diverse needs of the community and put in place services which respond to these.</p>

Protected Characteristics	Benefits	Risks	Mitigations / Recommendations
<p>Page 230</p> <p>Religion or Belief - people with any religious or philosophical belief, including a lack of belief. A belief should affect a person's life choices or the way they live for it to be considered</p>	<p>For Early Help to be accessible and inclusive for Staffordshire's diverse communities.</p>	<p>The strategy or broad Early Help offers may not all be culturally appropriate for some faith communities and may not therefore address diverse needs.</p>	<p>The range of Early Help partners working across children's services is vast. The multiagency way of working supports appropriate information sharing, working together and consideration of the whole family, including appropriate needs, such as women only groups, where appropriate.</p> <p>The Strategy includes a partnership commitment statement which supports 'being inclusive, positive and build trusting relationships with all families', requiring partners to ensure that Early Help offers are accessible and inclusive to diverse communities.</p> <p>The Strategy incorporates the place-based approach through 'place' being important. This recognises the value of localised service offers, having an understanding of the diverse needs of the local community and the need to put in place a service which responds to these.</p> <p>The core Staffordshire County Council Early Help offers are subject</p>

Protected Characteristics	Benefits	Risks	Mitigations / Recommendations
			<p>to regular audit. This includes consideration of how the practitioner considers and understand family dynamics, such as culture, values and individual needs of children and families. This includes consideration of religion / belief. Health have a similar audit process and we encourage partners to consider their quality assurance measures through the Early Help and Place-Based Approach Board.</p>
<p>Sex - men or women</p>	<p>Fathers and others significant males are part of a child's family and support network. Males feeling recognised and included in Early Help services will support inclusion of additional factors and opportunities for the child at the heart of the service.</p>	<p>Fathers not being included in Early Help service designs and therefore risking not being included in assessing a family's strengths and needs.</p>	<p>In order to ensure that the strategy promotes an accessible and inclusive offer for Staffordshire's diverse communities, the images and language throughout is inclusive and addressed to all parents/carers.</p> <p>The Early Help model is a Whole Family approach, which takes account of and includes all key family members (including significant men). The model recognises the important role that fathers play in the upbringing of their children, responding to evidence</p>

Protected Characteristics	Benefits	Risks	Mitigations / Recommendations
			<p>(including findings of safeguarding reviews).</p> <p>The core Staffordshire County Council Early Help offers are subject to File Audits. These audits include consideration of how the practitioners ensure that all significant men in the children's life have been identified and fully included in the intervention, where appropriate. Findings from audits will be fed back into service delivery and workforce development, to support continuous improvement. Health has a similar audit process and we encourage partners to consider their quality assurance measures through the Early Help and Place-Based Approach Board.</p>
<p>Sexual orientation - whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes</p>	<p>All significant family members or sources of support for the child(ren) and family being recognised and included in Early Help services, will support inclusion of additional factors and opportunities for the child at the heart of the service.</p>	<p>Missing or mis-representing family members.</p>	<p>The Strategy includes a partnership commitment statement which supports 'being inclusive, positive and build trusting relationships with all families', requiring partners to ensure that Early Help offers are accessible and inclusive to diverse communities.</p> <p>The Early Help model includes considering the family as a Whole</p>

Protected Characteristics	Benefits	Risks	Mitigations / Recommendations
			<p>(whole family approach). This includes the strengths and needs of all family members, irrespective of their sexual orientation.</p> <p>The Strategy incorporates the place-based approach through 'place'. This recognises the value of localised service offers, where the partner has a clear understanding of the diverse needs of the local community and put in place a service which responds to these.</p> <p>The core Staffordshire County Council Early Help offers are subject to regular audit. This includes consideration of how the practitioner considers and understand family dynamics, such as culture, values and individual needs of children and families. This would include consideration of all family members. Health have a similar audit process and we encourage partners to consider their quality assurance measures through the Early Help and Place-Based Approach Board.</p>

➤ Health and Care Assessment

A key priority within our Strategic Plan is to ‘Encourage good health and well-being, resilience and independence’. This section should therefore be used to identify the impact of the proposal on delivery of this priority.

Key considerations	Benefits	Risks	Mitigations / Recommendations
Health and wellbeing of families with children aged 0-19 (up to 25 years with SEND)	The Strategy and the Early Help model of support it describes and endorses, is to grow families’ ability to manage themselves within their own community and extended support network, so that they feel empowered to manage challenges and take much greater control over their own health and wellbeing.	Some families may struggle with their own emotional health and wellbeing when trying something new and may be reluctant to engage with available local support.	<p>The strategy reflects the partnership Early Help model of working that recognises where trusted relationships have been formed with a professional, families are more likely to trust their advice and recommendations too.</p> <p>The Strategy complements the delivery of the Building Resilient Families & Communities programme (Supporting Families Programme) model of whole family working. This programme includes criteria, indicators and outcomes in relation to, Social, Emotional and Mental health support needs.</p>

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➤ Communities Assessment

Key consideration	Benefits	Risks	Mitigations / Recommendations
<p>Access to support locally where possible.</p>	<p>Echoing the place-based approach, which partners have been developing within the partnerships Early Help Strategy, as well as the SEND Strategy shared objectives.</p>	<p>Not all services may be available or delivered in every local community.</p>	<p>The Strategy incorporates the place-based approach through 'place'. This recognises the value of localised service offers, where the partner has a clear understanding of the diverse needs of the local community and put in place a service which responds to these.</p> <p>Our Partnership Commitment underlines that listening to families is at the heart of everything we do. The Strategy defines our approach to Early Help which has been shaped by family feedback which included the following:</p> <ul style="list-style-type: none"> • When they need support families want to be able to receive it at the right time, without delay. They need to know what is available and how they access it. • Families need to have help available in the right place, close to where they live. They need to know about support available, that it is clear, easy to find and use.

Key consideration	Benefits	Risks	Mitigations / Recommendations

➤ Economic Assessment

A key priority within our Strategic Plan is to ‘Support Staffordshire’s economy to grow, generating more and better paid jobs’. This section should therefore be used to identify the impact of the proposal on delivery of this priority.

Key consideration	Benefits	Risks	Mitigations / Recommendations
Meeting associated funding stream requirements	This Strategy complements the achievement of the Building Resilient Families & Communities Programme (Supporting Families Programme), which brings external funding into Staffordshire to support Early Help development.	The strategy not translating into delivery of support for children and families.	<p>A working group with key partners of our Early Help and Placed Based Approach Group worked to design the Early Help Strategy, ensuring that its structure and content was engaging and easy to understand for both partners and Staffordshire families. The working group were keen that the voice of the family was heard and shaped the Strategy and Early Help Approach.</p> <ul style="list-style-type: none"> After this initial shaping work was complete, feedback from the broader Place Based Approach and Early Help Partnership Group refined this Strategy further.

➤ Climate Change Assessment

A key priority within our Strategic Plan is to 'Tackle climate change, enhance our environment, and make Staffordshire more sustainable'. This section should therefore be used to identify the impact of the proposal on delivery of this priority.

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Key considerations	Benefits	Risks	Mitigations / Recommendations
Climate change	The Early Help Strategy acknowledges the placed-based approach of Early Help support development locally for children and families. This approach reduces the need for longer travel and therefore working towards a reduction in carbon emissions.	Not all services may be delivered in every local community.	The strategy incorporates the broad range of Early Help support available within the community. Partners working together helps mitigate the risk of any unnecessary travel to access support.

Cabinet Meeting on Wednesday 19 October 2022

Recommissioning Domestic Abuse Services



Cllr Victoria Wilson, Cabinet Member for Communities and Culture said,

“By pooling our resources with Stoke-on-Trent and the Staffordshire Commissioner’s Office, we have been able to ensure services for victims and families are consistently available across the whole of Staffordshire.

“We want these services to really make a difference to victims, perpetrators and families, and the fact that we have been recognised nationally shows that the current arrangements are having a positive effect. This is why we are recommending the currently arrangements are continued for at least the next three years to

ensure victims of domestic abuse are able to access the services they need, regardless of where they live in the county.”

Report Summary:

This Report highlights that the existing Domestic Abuse Victim and Perpetrator Services contract will terminate at the end of September 2023 and requests that the funding for the recommissioning of these services is secured. The Report recommends that the services are jointly recommissioned with Stoke-on-Trent City Council and the Staffordshire Commissioner Office replicating the current arrangements, and that the level of funding per annum remains at the existing core contract level, adjusted for inflation.

Recommendations

I recommend that Cabinet:

- a. Agree that the Domestic Abuse victim and perpetrator services be re-commissioned and funded for up to five years, with an initial three-year contract. With the delegated authority of the Cabinet Member for Culture & Communities the contract may be extended for a further two years, providing continuity and sustainability for this much needed and valuable service.”

- b. Agree that the commissioning may be carried out jointly with Stoke-on-Trent City Council and the Staffordshire Commissioners Office (SCO) to procure Domestic Abuse Services across Staffordshire and Stoke-on-Trent, and for the Staffordshire Commissioners Office to be the Lead Commissioner.
- c. Agree that the funding from Staffordshire County Council for the recommissioned service is maintained at the current level of £670,450 per annum, this will be increased in line with the County Council's MTFS inflation assumptions and will therefore mean that £683,860 will be available for the start of the recommissioned Contract

Cabinet – Wednesday 19 October 2022

Recommissioning Domestic Abuse Services

Recommendations of the Cabinet Member for Communities and Culture

I recommend that Cabinet:

- a. Agree that the Domestic Abuse victim and perpetrator services be re-commissioned and funded for up to five years, with an initial three-year contract with the potential to extend for a further two years, providing continuity and sustainability for this much-needed and valuable service.”
- b. Agree that the commissioning be carried out jointly with Stoke-on-Trent City Council and the Staffordshire Commissioners Office (SCO) to procure Domestic Abuse Services across Staffordshire and Stoke-on-Trent, and for the Staffordshire Commissioners office to be the Lead Commissioner.
- c. Agree that the funding Staffordshire County Council for the recommissioned service is maintained at the current level of £670,450 per annum; this will be increased in line with the County Council’s MTFS inflation assumptions and will therefore mean that £683,860 will be available for the start of the recommissioned Contract

Local Member Interest:

N/A

Report of the Director for Economy, Infrastructure and Skills

Reasons for Recommendations:

1. Staffordshire County Council, Stoke-on-Trent City Council, and the Staffordshire Commissioner’s Office (SCO) currently jointly commission Domestic Abuse (DA) services across Staffordshire and Stoke-on-Trent, with the SCO acting as lead commissioner.
2. The current Service Contract commenced in October 2018 with the provision of Domestic Abuse Services for Victims awarded to Victim Support and the Service Contract for the provision of Domestic Abuse Services for Perpetrators of Domestic Abuse to the Reducing Reoffending Partnership. Both services are provided under the brand name of ‘New Era’ and include provision for victims, perpetrators, children, and young people.

3. The current contract ends on 30 September 2023 and activity to commence the recommissioning of the service is due to begin to allow sufficient time for the procurement process and allow for the mobilisation of the new contract.
4. Domestic Abuse is a key priority highlighted within every Community Safety Strategic Assessment across all Staffordshire Districts and Boroughs and the joint commissioning of the service has enabled a consistent approach for Domestic Abuse services across the whole of Staffordshire and Stoke-on-Trent.
5. Demand for Domestic Abuse services remains high, and it is noted that referrals to the victim service have increased by approximately 30% on pre-covid figures. Referrals made into the current contracted services to date are highlighted in the tables below for information.

1/10/18 to 31/03/2022

Past 12 months

	Pan-Staffordshire	Staffordshire	Pan-Staffordshire	Staffordshire
Victim service	21,884	13,678	7,669	4,771
Perpetrator service	1,200	650	286	140

6. Overarching governance for the contract is provided by the Domestic Abuse Commissioning and Delivery Board (DACDB) which is jointly chaired by Stoke-on-Trent City Council and Staffordshire County Council representatives. Domestic Abuse, including the commissioned service contract performance, is also considered at the Safer and Stronger Communities Strategy Group, chaired by the County Council's Cabinet Member for Communities & Culture. It is intended that these arrangements will continue with the new Contract.
7. Funding provided by the County Council is used for service provision exclusively within the County Council area, whilst Stoke City Council funding is spent within the City boundary. The Staffordshire Commissioners Office funding is used to meet demand wherever it is required across the whole of the County and City.
8. The collaborative approach to the commissioning of the existing Domestic Abuse Services has meant that support for the victims and their families has been consistently available across the whole county, regardless of where they live. The Services have encompassed support for victims, families, communities, and businesses through tiered provision including prevention and early intervention, targeted and acute support.

9. The current commissioned service comprises three elements:
- a. Prevention (Tier 1); This encompasses the provision of specialist input, advice, and guidance to relevant agencies/ bodies to support the development of successful domestic abuse related universal and targeted education programmes for schools and alternative educational establishments.
 - b. Early Intervention (Tier 2); The Early Intervention element of this service encompasses interventions that aim to equip people (victims and perpetrators) to identify the traits and manifestations of abusive behaviour, reduce risk and empower people to make positive choices and sustainable behaviour changes.
 - c. Targeted Support (Tier 3 and Tier 4). The Targeted Support element of the service will encompass interventions that aim to address the complex/acute problems associated with domestic abuse. The service links in with specialist providers of Drug, Alcohol and Mental Health Services, General Practitioners, Children's Social Care, Adult Social Care, Housing Officers, Courts, Police etc. as appropriate, in order to address the most widely experienced issues.
10. A similar tiered approach to perpetrator rehabilitation, introduced as part of this commissioning, has created safer communities by giving offenders the opportunity to change and the skills to rebuild their lives through tailored individual support and collaborative partnerships. The success of this approach has resulted in the recommendation to re-commission in this way.
11. Contract performance is reviewed quarterly against a set of outputs and outcomes including feedback from Victims. The responses are very positive with both Adults and Children and Young People reporting increases in a number of areas. An extract of the last Annual Report showing survey results received (year ended Oct 21) is included as Appendix 1 to this Report.
12. This joint commissioning approach has been recognised nationally as a best practice model and has resulted in a visit from the Domestic Abuse Commissioners office. SafeLives, the UK-wide charity dedicated to ending domestic abuse, have also endorsed Staffordshire's approach.

Safeguarding Overview and Scrutiny Committee

13. The Report was presented to the Safeguarding Overview and Scrutiny Committee on 01 September 2022 and their comments have informed changes to the content of the report and recommendations.

14. The Safeguarding Overview and Scrutiny Committee commented upon the increased demand for this service and noted that funding levels have not increased since the commencement of the current contract. Maintaining the current value represents a reduction in funding in real terms. Recommendation C of the Report has been amended to reflect the inclusion of an inflationary increase and address concerns raised by members of the Safeguarding Overview and Scrutiny Committee. Finance colleagues have confirmed that 2% inflation should be applied to the base figure and this will be added centrally to the base budget.

Legal Implications

15. It is proposed that Tri-Partite Agreements will be drawn up and signed by all Parties, that will detail the terms under which the Parties have agreed to fund the cost and will outline joint working arrangements to ensure the effective and efficient delivery of Domestic Abuse Services for Victims and Perpetrators. This mirrors the approach that is currently in place with financial arrangements for the current contract. Existing documents will be reviewed and updated by the County Council's Legal Services Team to ensure they reflect the new contract arrangements.

Resource and Value for Money Implications

16. The funding from Staffordshire County Council will provide services solely within the local authority footprint. Stoke on Trent City Council have agreed that they will continue to fund a jointly recommissioned service. The Staffordshire Commissioner Office's contribution will fund additional resources. The pooling of funding for the provision of these services together with Stoke-on-Trent City Council and Staffordshire Commissioners Office will enable services for victims and their families to be consistently available across the whole county, regardless of where they live.
17. The joint recommissioning of domestic abuse services across Staffordshire and Stoke-on-Trent, and all the other key areas of work outlined in this report, benefits those members of the community who are victims, or at risk of being victims, of domestic abuse. A community impact assessment has been produced and is attached as Appendix 2.

Climate Change Implications

18. There are no climate change implications arising as a result of the recommendations set out within this report.

List of Background Documents/Appendices:

Appendix 1 – Contract Performance – Outcomes

Appendix 2 – Community Impact Assessment

Contact Details

Assistant Director: Catherine Mann, Interim Assistant Director for Culture, Rural and Safer Communities

Report Author: Trish Caldwell
Job Title: County Commissioner Regulatory Services and Community Safety

Telephone No.: 01785 277804

E-Mail Address: trish.caldwell@staffordshire.gov.uk

APPENDIX 1

Domestic Abuse Contract

Extract from Annual Report Oct 20 - Sept 21

Outcomes

Response to Survey Victims Adults	% reporting an increase
Increased awareness of domestic abuse-related issues	100
Increased awareness of support services	99
Increased positive social networks	100
Increased independence	99
Increased resilience	99
Improved ability to cope and recover	99
Improved healthy relationships	99
Better able to cope with aspects of everyday life	99
Increased health and well-being	99

Response to Survey Victims CYP	% reporting an increase
Increased awareness of domestic abuse-related issues (where appropriate via 'My Star')	100
Increased awareness of positive and negative relationships	99
Improved relationships with peers and family members	100
Increased awareness of support services	100
Increased safety	99
Better able to cope with aspects of everyday life	99
Improved health and well-being	99
Improved mental health (Victims own assessment taken on 1st and last contact)	99
Increased confidence and self-esteem	100

Community Impact Assessment

Domestic Abuse Services – Recommissioning

Author: Trish Caldwell, County Commissioner, Regulatory Services and Community Safety

Date: 09/08/2022

➤ Equality Assessment

The Public Sector Equality Duty is part of the Equality Act 2010 and this Duty requires us as a public body to have 'due regard' to eliminating discrimination, harassment and victimisation and any other conduct that is prohibited by or under the Act. It requires us to advance equality of opportunity and foster good relations between people who share a 'relevant protected characteristic' and people who don't.

Protected Characteristics	Benefits	Risks	Mitigations / Recommendations
Age - older and younger people	DA (Domestic Abuse) Services available. Providers are required to adhere to the Public Sector Equality Duty	None identified	N/A
Disability - people who are living with different conditions and disabilities, such as: mental illnesses, long term conditions, Autism and other neurodiverse conditions, learning disabilities, sensory impairment and physical disabilities.	DA (Domestic Abuse) Services available. Providers are required to adhere to the Public Sector Equality Duty	None identified	N/A
Gender reassignment - those people in the process of transitioning from one sex to another	DA (Domestic Abuse) Services available. Providers are required to adhere to the Public Sector Equality Duty	None identified	N/A
Marriage & Civil Partnership - people who are married or in a civil partnership should not be treated differently at work	DA (Domestic Abuse) Services available. Providers are required to adhere to the Public Sector Equality Duty	None identified	N/A

Protected Characteristics	Benefits	Risks	Mitigations / Recommendations
Pregnancy & Maternity - women who are pregnant or who have recently had a baby, including breast feeding mothers	DA (Domestic Abuse) Services available. Providers are required to adhere to the Public Sector Equality Duty	None identified	N/A
Race - people defined by their race, colour, and nationality (including citizenship) ethnic or national origins	DA (Domestic Abuse) Services available. Providers are required to adhere to the Public Sector Equality Duty	None identified	N/A
Religion or Belief - people with any religious or philosophical belief, including a lack of belief. A belief should affect a person's life choices or the way they live for it to be considered	DA (Domestic Abuse) Services available. Providers are required to adhere to the Public Sector Equality Duty	None identified	N/A
Sex - men or women	DA (Domestic Abuse) Services available. Providers are required to adhere to the Public Sector Equality Duty	None identified	N/A
Sexual orientation - whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes	DA (Domestic Abuse) Services available. Providers are required to adhere to the Public Sector Equality Duty	None identified	N/A

Who will be affected – consider the following protected characteristics: age, disability, gender reassignment, marriage & civil partnership, pregnancy & maternity, race, religion or belief, sex and sexual orientation	Benefits	Risks	Mitigations / Recommendations
N/A – This is an externally provided service and no staff are affected	N/A	N/A	N/A

Key considerations	Benefits	Risks	Mitigations / Recommendations
<p>Health and Care – How will the proposal impact on residents' health? How will the proposal impact on demand for or access to social care or health services?</p>	<p>Receipt of DA services should have a positive impact on a person's mental health and wellbeing.</p> <p>DA services:</p> <ul style="list-style-type: none"> - are required to support empowerment, resilience, risk reduction and recovery; - have good links with Social Care; - enable victims to remain in their own home wherever it is safe and practical to do so; - prioritize the safeguarding of children and adults. 	<p>None identified</p>	<p>N/A</p>

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Key consideration	Benefits	Risks	Mitigations / Recommendations
<p>Localities / Communities – How will the proposal impact on Staffordshire’s communities?</p>	<p>DA services:</p> <ul style="list-style-type: none"> - promotes awareness of DA to communities helping increase; providing capacity to deal with DA issues. - work proactively with a wide range of partners including Staffordshire Police, Local Authorities and Community Safety Partnerships; - signpost service users to appropriate positive activities; - employ volunteers as part of their workforce; - support the Early Help Assessment process as appropriate and work with Education and Alternative Education Providers; <p>are available to people across the whole of Staffordshire (and Stoke on Trent) and this includes those in rural communities.</p>	<p>Volunteers may not be suitable for some roles</p>	<p>Volunteers are vetted and receive training</p>

Key consideration	Benefits	Risks	Mitigations / Recommendations
N/A	N/A	N/A	N/A

➤ **Climate Change Assessment**

Key considerations	Benefits	Risks	Mitigations / Recommendations
N/A	N/A	N/A	N/A

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Environment Assessment

Key considerations	Benefits	Risks	Mitigations / Recommendations
N/A	N/A	N/A	N/A

Cabinet Meeting on Wednesday 19 October 2022

Procurement of a Framework Agreement for the Supply and Installation of Windows and Doors



Cllr Mark Deaville, Cabinet Member for Commercial Matters said,

"Getting the best product at the best value for taxpayers in Staffordshire underpins our approach to all our contracts.

"As a county council we own a number of buildings, so it is also important that we keep them in good order and fit for purpose."

Report Summary:

The objective of the report is to establish approval to proceed with the procurement of a framework agreement for the Supply and Installation of Window and Doors (the "Framework Agreement") and to secure approval for the award 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 4 years starting 15th May 2023 to 30 April 2026 with the option to extend by 1 x 12-month period

Recommendations

I recommend that Cabinet:

- a. Agree that Staffordshire County Council undertakes procurement of a framework agreement for the supply and installation of windows and doors.
- b. Agree that the Deputy Chief Executive and Director of Corporate Services be given delegated authority to approve the contract awards to the framework agreement with successful suppliers and, subject to satisfactory performance, approve any framework agreement extensions

- c. Note that all subsequent call off contracts will be awarded in accordance with the council's procurement regulations

Cabinet – Wednesday 19 October 2022

Procurement of a Framework Agreement for the Supply and Installation of Windows and Doors

Recommendations of the Cabinet Member for Commercial Matters

I recommend that Cabinet:

- a. Agree that Staffordshire County Council undertakes procurement of a framework Agreement for the supply and installation of windows and doors;
- b. Agree that the Deputy Chief Executive and Director of Corporate Services be given delegated authority to approve the contract awards to the framework agreement with successful suppliers and, subject to satisfactory performance, approve any framework agreement extensions; and
- c. Note that all subsequent call off contracts will be awarded in accordance with the council's procurement regulations.

Local Member Interest:

N/A

Report of the Deputy Chief Executive and Director of Corporate Services

Reasons for Recommendations:

1. The current Framework Agreement (IA1834) expires on 12th May 2023. The estimated annual value with inflation for the framework agreement is £500,000 per annum for the Council.
2. The procurement of the new Framework Agreement will be qualified for up to £2.5 million. (£500,000 per annum) with a £500,000 contingency for overspend.
3. Staffordshire County Council owns a number of buildings throughout Staffordshire which require repair and renewal of windows and doors to be undertaken in order to maintain them to a safe and satisfactory standard, such as schools, corporate property, libraries etc. The Framework Agreement is being procured to provide an agreed schedule of rates for PVC-U Windows, Aluminium Doors and Ancillary Work – Non-

Domestic. The Framework Agreement can also be accessed by public sector partners including schools.

4. It is envisaged that approximately 5 suppliers to cover all of Staffordshire's geographical area's 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 with the probable halt by a court on any contract award. A Framework Agreement has been developed in conjunction with Legal Services to allow for the relevant works to be called off as and when required. The call-offs will be managed by Entrust 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 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.

Climate Change Implications

9. Having consulted with the Sustainability & Climate Change Team, areas for consideration within this procurement should result in the reduction of fuel and energy use.
10. This procurement will lead to the replacement of new high specification units being fitted, to our existing property portfolio.
11. Where these improvements take place, the replaced units will have a better thermal efficiency and so will lower the energy requirement to heat the buildings within our tenure.

List of Background Documents/Appendices:

Community Impact Assessment – Summary Document

Contact Details

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

Community Impact Assessment

Procurement of a Framework Agreement for the
Supply and Installation of Windows and Doors

Author: Sharon Bowers

Date Tuesday, 11 October 2022

➤ Equality Assessment

The Public Sector Equality Duty is part of the Equality Act 2010 and this Duty requires us as a public body to have 'due regard' to eliminating discrimination, harassment and victimisation and any other conduct that is prohibited by or under the Act. It requires us to advance equality of opportunity and foster good relations between people who share a 'relevant protected characteristic' and people who don't.

Protected Characteristics	Benefits	Risks	Mitigations / Recommendations
Age - older and younger people	N/A		
Disability - people who are living with different conditions and disabilities, such as: mental illnesses, long term conditions, Autism and other neurodiverse conditions, learning disabilities, sensory impairment and physical disabilities.	N/A		
Gender reassignment - those people in the process of transitioning from one sex to another	N/A		
Marriage & Civil Partnership - people who are married or in a civil partnership should not be treated differently at work	N/A		
Pregnancy & Maternity - women who are pregnant or who have recently had a baby, including breast feeding mothers	N/A		
Race - people defined by their race, colour, and nationality (including citizenship) ethnic or national origins	N/A		
Religion or Belief - people with any religious or philosophical belief, including a lack of belief. A	N/A		

Protected Characteristics	Benefits	Risks	Mitigations / Recommendations
belief should affect a person's life choices or the way they live for it to be considered			
Sex - men or women	N/A		
Sexual orientation - whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes	N/A		

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Workforce Assessment

Who will be affected – consider the following protected characteristics: age, disability, gender reassignment, marriage & civil partnership, pregnancy & maternity, race, religion or belief, sex and sexual orientation	Benefits	Risks	Mitigations / Recommendations
N/A			

➤ Health and Care Assessment

Key considerations	Benefits	Risks	Mitigations / Recommendations
N/A			

➤ **Communities Assessment**

Key consideration	Benefits	Risks	Mitigations / Recommendations
N/A			

➤ **Economic Assessment**

Key consideration	Benefits	Risks	Mitigations / Recommendations
N/A			

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➤ **Climate Change Assessment**

Key considerations	Benefits	Risks	Mitigations / Recommendations
To ensure Thermal performance of Doors and Windows	To keep heating costs to a minimum and ensure efficiency.	Poor quality doors and windows.	SCC to ensure U value grade doors and windows as a minimum.

➤ **Environment Assessment**

Key considerations	Benefits	Risks	Mitigations / Recommendations
N/A			

FORWARD PLAN OF KEY DECISIONS
Period: 16 November 2022 - 15 March 2023

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
Deputy Chief Executive and Director for Corporate Services

Forward Plan of Key Decisions
Period: 16 November 2022 - 15 March 2023

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

Predicted Date of Decision	Public or Private Decision	Title and Description	Consultation	Contact Officer
November 2022	Public	Climate Change Action Plan and Climate Change Annual Report (Cabinet Member for Environment, Infrastructure and Climate Change (Simon Tagg)) Climate change action plan and climate change annual report	None at the moment	Clive Thomson (Tel: 01785 276522) Service Area: Sustainability and Waste
November 2022	Public	Treasury Management Half Year Report (Cabinet Member for Finance and Resources (Ian Parry)) The report provides a summary of the Council's borrowing and investment activities during the first six months of the year.	None at this stage	Rob Salmon (Tel: (01785) 27 6354) Service Area: Treasury Management
December 2022	Public	Strategic Plan and Medium Term Financial Strategy 2023 - 2028 (Cabinet Member for Finance and Resources (Ian Parry)) To update Cabinet with progress on the Strategic Plan and Medium Term Financial Strategy.	Any specific consultation, if appropriate, will be determined by the nature of any issues	Rachel Spain (Tel: 01785 854455) Service Area: Finance

			raised in the Strategic Plan and Medium Term Financial Strategy	
December 2022	Public	<p>Staffordshire County Council Local Flood Risk Management Strategy (Cabinet Member for Environment, Infrastructure and Climate Change (Simon Tagg))</p> <p>An updated Staffordshire County Council Local Flood Risk Management Strategy</p>	We are in process of consulting external partners - namely Water Companies and Environment Agency for comment	James Bailey (Tel: 01785 27 6591) Service Area: Flood Risk Management
December 2022	Public	<p>Delivering a Future Vision for the Countryside Estate (Cabinet Member for Communities and Culture (Victoria Wilson))</p> <p>To consider a new vision for the countryside estate, including country parks, local sites and greenways, and how it will be delivered.</p>	N/A	Catherine Mann (Tel: 01785 278320) Service Area: Environment & Countryside
December 2022	Public	<p>Homes for Ukraine (Cabinet Member for Communities and Culture (Victoria Wilson))</p> <p>This report will provide an overview on the Homes for Ukraine Scheme locally and our plan to ensure guests have the support required to reside in Staffordshire</p>	None	Natasha Moody (Tel: 07976191079) Service Area: Children's Wellbeing and Partnerships
December 2022	Public	<p>Framework Agreement for the Supply, Installation, Repairs and Maintenance of Tarmacadam and other Surfaces (Cabinet Member for Commercial Matters (Mark Deaville))</p> <p>The framework is to provide Staffordshire County Council (and/or any partners who access this framework) with an</p>	Non at this stage	Ian Turner (Tel: 01785 277228) Service Area: Strategic Property

		agreed schedule of work rates to provide for the Supply, Installation, Repairs and Maintenance of Tarmacadam, and other Surfaces on Council owned buildings and grounds mainly within Staffordshire. The scope of the agreement also includes for, as a minimum, playground/surface markings, playgrounds, car parks, sports courts, pedestrian ways, traffic routes and associated fixed equipment (e.g. benches, canopies, lighting, charge points etc).		
December 2022	Public	Framework Agreement for the Supply, Delivery and Installation of Furniture (Cabinet Member for Commercial Matters (Mark Deaville)) Framework Agreement for the Supply, Delivery and Installation of Furniture - To include Office Furniture, Educational Furniture and Library Furniture	NA	Ian Turner (Tel: 01785 277228) Service Area: Strategic Property
December 2022	Public	Review of Business Case for the Development of Council Owned Older People's Nursing Homes (Cabinet Member for Health and Care (Julia Jessel)) Prior to the pandemic Cabinet took the decision in September 2019 to approve the development of two new Council owned nursing care homes, one in Stafford and one in South Staffordshire providing at least 120 additional care home placements. Due to the significant impact the pandemic has had on the care home marketplace and the government's intentions from the social care white paper the Council will re-evaluate the need for additional nursing capacity and review the initial decision made in 2019 to determine whether to proceed.	NA	Helen Trousdale (Tel: 01785 277008) Service Area: Health and Care
December 2022	public	Adult Learning Disability Provider Services (Cabinet Member for Health and Care (Julia Jessel)) Provide an update to Cabinet about the development and transformation of learning disability Provider Services as part of the Community Offer Programme	none at this stage	Kelly Gray () Service Area: Provider Services

January 2023	Public	<p>Strategic Plan and Medium Term Financial Strategy 2023 - 2028 (Cabinet Member for Finance and Resources (Ian Parry))</p> <p>To update Cabinet with progress on the Strategic Plan and Medium Term Financial Strategy.</p>	Any specific consultation, if appropriate, will be determined by the nature of any issues raised in the Strategic Plan and Medium Term Financial Strategy.	Rachel Spain (Tel: 01785 854455) Service Area: Finance
February 2023	Public	<p>Integrated Performance Report - Quarter 3, 2022/23 (Cabinet Member for Finance and Resources (Ian Parry), Leader of the Council (Alan White))</p> <p>The 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.</p>	n/a	Kerry Dove (Tel: 07855 679112) Service Area: Corporate Services

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