

Cabinet

Wednesday 14 December 2022

10:00

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 of Corporate Services
6 December 2022

A G E N D A

1. **Apologies**
2. **Declarations of Interest in accordance with Standing Order 16**
3. **Decision notice of the meeting held on 16 November 2022** (Pages 1 - 6)
4. **Leader's Update**
Oral report of the Leader of the Council
5. **Staffordshire Means Back to Business - Oral Update**
Deputy Leader and Cabinet Member for Economy and Skills
6. **Medium Term Financial Strategy 2023 - 2028** (Pages 7 - 54)
Leader of the Council and Cabinet Member for Finance and Resources
7. **Adult Learning Disability Provider Services** (Pages 55 - 132)
Cabinet Member for Health and Care
8. **Homes for Ukraine** (Pages 133 - 164)
Cabinet Member for Communities and Culture

9. **Review of Older People’s Nursing Home Capacity and Demand** (Pages 165 - 194)

Cabinet Member for Health and Care

10. **Delivering a Future Vision for the Countryside Estate** (Pages 195 - 230)

Cabinet Member for Communities and Culture

11. **Framework Agreement - Furniture** (Pages 231 - 234)

Cabinet Member for Commercial Matters

12. **Framework Agreement - Tarmac** (Pages 235 - 240)

Cabinet Member for Commercial Matters

13. **Decisions taken by Cabinet Members under Delegated Powers** (Pages 241 - 242)

14. **Forward Plan of Key Decisions** (Pages 243 - 248)

15. **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)

16. **Strategy for the Future Commissioning and Contracting for Extra Care Housing within Staffordshire** (Pages 249 - 280)

(Exemption paragraph 3)

Cabinet Member for Health and Care

17. **Staffordshire History Centre** (Pages 281 - 436)

Cabinet Member for Communities and Culture

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

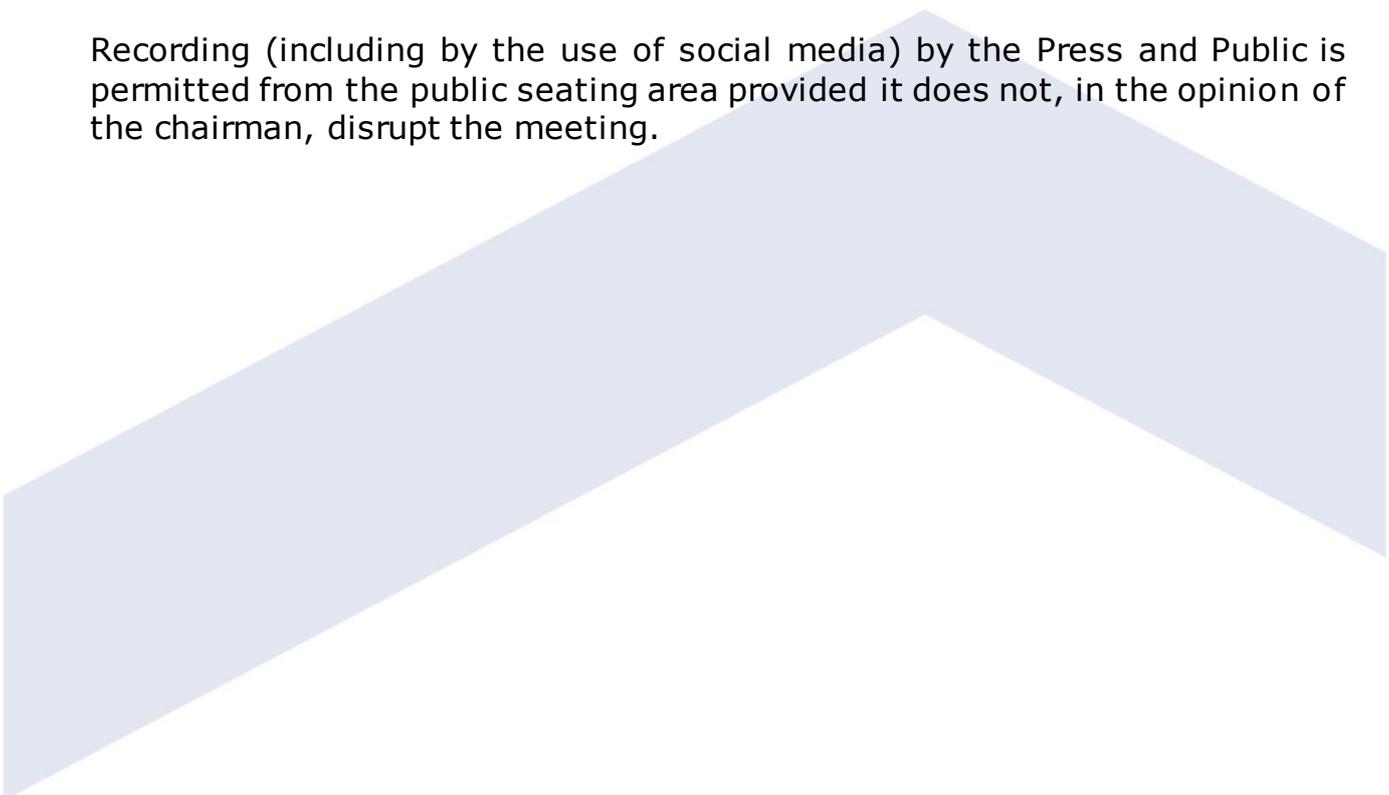
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Recording by Press and Public

Recording (including by the use of social media) by the Press and Public is permitted from the public seating area provided it does not, in the opinion of the chairman, disrupt the meeting.



Minutes of the Cabinet Meeting held on 16 November 2022

Attendance	
Park Deaville	Simon Tagg
Ian Parry	Alan White (Chair)
Jonathan Price	Philip White
Mark Sutton	Victoria Wilson

Cabinet Support Member in attendance: Paul Northcott

Apologies: Julia Jessel and David Williams

PART ONE

63. Decision notice of the meeting held on 19 October 2022

Decision – That the notes of the meeting held on 19 October 2022 be approved.

64. Leader's Update

Decision – That the oral report of the Leader of the Council giving an update on a range of issues including the COP 27 summit in Egypt this week; the significant strides the Council was making towards its net zero target; the Remembrance Day events which had taken place across the County including at the National Memorial Arboretum; the Council's "Here to Help" campaign which was connecting people, including those who had or were serving in the armed forces, with the huge range of support available in Staffordshire from charities including the Royal British Legion and SSAFA; the launch of the Council's new Community Recovery fund, inviting bids for grants of up to £5,000 from voluntary and community groups working with those affected by the cost of living; promotion of the free Holiday Activities and Food programme under which over the Christmas period, eligible schoolchildren would be able to attend free holiday clubs and enjoy a healthy meal; the trialling a new thermal road repair machine that heats the road and reuses existing tarmac; and the increase in cases of Avian Flu in our bird population; be noted.

65. Minutes of the meeting of the Property Sub-Committee held on 2 November 2022

Decision – That the minutes of the meeting of the Property Sub-Committee held on 2 November 2022 be received.

66. 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:

- The showcase of the West Midlands Interchange (WMI) project in South Staffordshire, by our investment body Make It Stoke and Staffordshire. The WMI has been approved through the national planning Development Consent Order (DCO) process, being considered as a nationally significant infrastructure project. The scheme is expected to generate over 8,000 direct jobs, and the developer states spending will support a further 8,100 indirect and induced jobs in the economy through the distribution chain. Following planning approval at a national level, our approach has been very much about working with the scheme developers to secure the best opportunities possible for our local residents and the wider community. As part of this approach, we were successful in securing up to £4.55m for recruitment and skills development activity over the life of the project.
- The inaugural WMI Employment Funding Steering Group held on the 10 November. This steering group is a decision-making body who are responsible for directing the spending of the employment fund. A WMI Employment Partnership will also be established early in the new year, which will include local public, private and education sector representatives. This partnership will help shape delivery and it will report into the Employment Fund Steering Group.
- The claimant count in Staffordshire has remained virtually unchanged over the last month, with only a very small increase of 40 claimants between September and October 2022, with the total number of claimants in the county now standing at 14,365. This is similar to the national picture, with the claimant rates for Staffordshire and England remaining unchanged at 2.7% and 3.7% of the working age population, respectively.
- The youth claimant count in Staffordshire has seen an increase of 80 to a total of 2,635 young people. The number of claimants aged 18-24 has therefore increased but been partly offset by a fall in the number of claimants from other age groups. This is the same as what has happened across England as a whole. At the moment it is not entirely clear as to why this is the case, and we will be closely monitoring the situation, but it may be due to young people leaving formal education. The proportion of young people in Staffordshire aged 18-24 that are claiming work-related Universal Credit has increased this month from

3.9% to 4.1% compared to 2.7% for the working age population and 4.7% nationally.

67. Climate Change Action Plan and Climate Change Annual Report

	<p>“Staffordshire County Council has built on its successes and continued to make significant progress with climate change action, which is highlighted in the annual report.</p> <p>The Council has continued in the right direction to achieve our net zero target by 2050. We are on a mission to make Staffordshire Sustainable, and this is our second report since declaring the climate change emergency allowing us to celebrate our achievements and highlight our plans for the coming years.</p> <p>We still have much to do and with the current energy and economic challenges, the road ahead will be tough. We are determined to build on our solid foundations built over the past few years to realise future success to mitigate and adapt to climate change.”</p> <p>Simon Tagg, Cabinet Member Environment, Infrastructure and Climate Change</p>
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Reasons for the Decision – To consider the Council’s Climate Change 2022 Annual Report, which records the positive progress that has been made on the Council’s target to become net carbon zero by 2050, together with Climate Change Action Plan revision 2, November 2022, which lists the Authority’s key climate change mitigating actions over the next 3 years.

Decision – (a) That the Council’s Climate Change 2022 Annual Report, which records the positive progress that has been made on the Council’s target to become net carbon zero by 2050, be noted.

(b) That the Climate Change Action Plan revision 2, November 2022, which lists the Council’s key climate change mitigating actions over the next three years, be approved.

(c) That the Corporate Overview and Scrutiny Members’ view that the reports should be circulated to key Staffordshire stakeholders including, MPs, District and Borough Councils and Parish Councils, be agreed.

68. Half Yearly Treasury Management Report for the Period Ended 30 September 2022



"Staffordshire County Council is a well-run council, and we continue to manage our finances prudently while doing and spending what is required.

By using cash reserves rather than borrowing more, we have been able to achieve substantial savings in what remain challenging times. As well as being prudent, our low-risk investment approach, which focuses on lending to low-risk institutions, means we have been well placed to deal with challenges arising from difficulties the current global economy presents.

We remain committed to supporting local businesses along with providing access to funding, as we work to grow our economy. Like most Councils we face financial pressures, rising costs and uncertainty over the long-term funding of some services. We will continue to spend and invest where necessary, focusing our efforts and resources on where they are most needed while providing best value for money for local taxpayers."

Ian Parry, Cabinet Member for Finance and Resources

Reasons for the Decision – To consider a summary of the County Council's borrowing and investment activities during the first six months of the year.

Decision – (a) That the treasury management activities for the half-year ended 30 September 2022 be noted.

(b) That the Prudential Indicators (shown in Appendix 2 to the report be noted and the increase to the Upper Limit of variable rate interest exposure from £316 million to £420 million (as detailed in the report) be approved.

(c) That the proposed revision to the Non-Standard Investment limits to £100 million per asset class and £200 million in total (as laid out in the report and detailed in Appendix 5) be noted and approved.

69. Decisions taken by Cabinet Members under Delegated Powers

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

Cabinet Member	Decision
Cabinet Member for Children and Young People	In approving the proposed expenditure, volumes and delivery arrangements for the Household Support Fund, Education Support Fund in Staffordshire which is required to be fully spent by 31st March 2023
Cabinet Member for Children and Young People	In approving the proposed expenditure, volumes and delivery arrangements for the Household Support Fund in Staffordshire, along with approving the contract extensions with Beat the Cold and Community Foundation of Staffordshire on existing terms.

70. Forward Plan of Key Decisions

The Forward Plan of Key Decisions for the period 14 December 2022 to 19 April 2023, which detailed the following issues, was approved:

Subject Matter	Contact
Strategic Plan and Medium Term Financial Strategy 2023 - 2028	Name: Rachel Spain Tel: (01785) 854455
Delivering a Future Vision for the Countryside Estate	Name: Catherine Mann Tel: (01785) 278320
Homes for Ukraine	Name: Natasha Moody Tel: 07976 191079
Adult Learning Disability Provider Services	Name: Kelly Gray Tel: 07815 999002
Review of Older People's Nursing Home Capacity and Demand	Name: Helen Trousdale Tel: (01785) 277008
Framework Agreement - Tarmac	Name: Ian Tuner Tel: (01785) 277228
Framework Agreement - Furniture	Name: Ian Tuner Tel: (01785) 277228
Staffordshire County Council Local Flood Risk Management Strategy	Name: James Bailey Tel: (01785) 276591
Strategy for the Future Commissioning and Contracting for Extra Care Housing within Staffordshire	Name: Andrew Jepps Tel: (01785) 278557
Staffordshire Sustainability Board Communications Plan 2023	Name: Clive Thomson Tel: (01785) 276522

Future Highways Delivery Model	Name: James Bailey Tel: (01785) 276591
Staffordshire County Council's Electric Vehicle Charging Infrastructure Strategy	Name: Clive Thomson Tel: (01785) 276522
Integrated Performance Report - Quarter 3, 2022/23	Name: Kerry Dove Tel: 07855 679112
Our People Strategy 2023 and Beyond	Name: Sarah Getley Tel: (01785) 854265
Capital Programme for Schools 2023/ 2024	Name: Ian Tuner Tel: (01785) 277228

Alan White
Leader of the Council

Cabinet Meeting on Wednesday 14 December 2022

Medium Term Financial Strategy 2023 – 2028



Cllr Alan White, Leader of the Council said,

“We continue to invest in Staffordshire’s economic future, while providing support for those who need help today.

We are in a position to do this because we remain a well-run, stable authority which thinks hard about how it spends public money and continually seeks new, flexible ways of working with our communities.”



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

“We spend every pound as wisely as we can and work with partners to maximise its value.

The provision of adult social care still forms by far the greatest part of our expenditure and the Government’s decision to postpone implementation of social care reforms leaves us awaiting a sustainable long term funding solution which removes the burden from local authorities.

We now await the details in the Local Government Finance Settlement later this month with interest.”

Report Summary:

We are today updating the Medium Term Financial Strategy for 2023/28. This aims to balance the ambition of this council as set out in the Strategic Plan with the clear commitment contained in the pledge to deliver value for money for residents and business and live within our means. We need to strike the right balance between ensuring we honour this pledge and ensure we continue to invest in our longer term aims of this council.

Recommendations

We recommend that in respect of the Medium Term Financial Strategy 2023-28, Cabinet:

- a. Consider the updates to the financial plans as set out in this report, including the potential use of reserves to balance the 2023/24 budget and potential cost reduction plan for future years;
- b. Note the announcements made by the Chancellor as part of his Autumn Statement;
- c. Endorse the commitment to continue to deliver the cost reduction programme as set out in **Appendices 2a – 2d** and endorse the commencement of an innovation programme with immediate effect to identify cost reductions from 2024/25 onwards;
- d. Note the risks associated with these planned cost reductions as set out in this report and ask the Senior Leadership to undertake the appropriate engagement arrangements required to deliver the cost reductions;
- e. Receive a further report in January to recommend a Revenue Budget, MTFS and Council Tax to full council in February; and
- f. Ask the Corporate Review Committee to scrutinise the proposed pressures and cost reduction options against the principles of a good and balanced budget.

Local Members Interest
N/A

Cabinet – Wednesday 14 December 2022

Medium Term Financial Strategy 2023 - 2028

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

We recommend that Cabinet:

- a. Consider the updates to the financial plans as set out in this report, including the potential use of reserves to balance the 2023/24 budget and potential cost reduction plan for future years;
- b. Note the announcements made by the Chancellor as part of his Autumn Statement;
- c. Endorse the commitment to continue to deliver the cost reduction programme as set out in **Appendices 2a – 2d** and endorse the commencement of an innovation programme with immediate effect to identify cost reductions from 2024/25 onwards;
- d. Note the risks associated with these planned cost reductions as set out in this report and ask the Senior Leadership to undertake the appropriate engagement arrangements required to deliver the cost reductions;
- e. Receive a further report in January to recommend a Revenue Budget, MTFS and Council Tax to full council in February; and
- f. Ask the Corporate Review Committee to scrutinise the proposed pressures and cost reduction options against the principles of a good and balanced budget.

Report of the County Treasurer

Financial Planning – Underlying Principles

1. In February 2022 the Medium Term Financial Strategy for 2022-27 was approved. This included a balanced budget for 2022/23 and a balanced MTFS period, using the small amount of headroom from 2022/23 to balance the gaps in future years.
2. The position in February was a reasonably positive one, set against a backdrop of an improving economic situation as the world recovers from the pandemic. However financial uncertainty remained and the

hope of a longer term Settlement to provide firmer ground for financial planning was dashed. There remained large risks around the increasing demands for social care, both Adults' and Children's. In addition, the prospect of Adult Social Care reform on the horizon is a significant concern with large potential costs attached to it.

3. Since the budget for 2022/23 was approved in February, world events have colluded to provoke economic downturns across the globe. War in Ukraine has increased prices for Europe, particularly energy prices. The impact of this conflict combined with supply issues as the world emerges from the pandemic means that inflation has increased sharply since February. In turn this has led the Bank of England to increase interest rates in an effort to combat rising prices.
4. The County Council is not immune to these price increases and it is being felt across all services but particularly in the areas of energy costs, services which require fuel, such as Home to School transport and in services where construction materials are needed such as Highways. Inflation and increasing demand has had an impact on the current year's budget and that is reported quarterly to Cabinet as usual. However, bearing this in mind, it is imperative that we review the financial plans with the aim of understanding the impact of addressing any budget gap and underpinning the strategic plan to deliver effective services while living within our means.
5. Underpinning the planning framework is the council's aim of setting a Good and Balanced Budget.
6. Setting a **balanced** budget is a statutory requirement and means that:
 - Income equals expenditure;
 - Cost reduction targets and investment proposals are credible and achievable;
 - Key assumptions are "stress tested".
7. The hallmarks of a **good** budget represent best practice. They are designed to ensure financial sustainability and mean that:
 - It has a medium-term focus, supporting the Strategic Plan;
 - Resources are focused on our vision for Staffordshire and our priority outcomes;
 - It is not driven by short term fixes;
 - It demonstrates how the county council has listened to consultation with local people, staff and our partners;

- It is transparent and well scrutinised;
 - It is integrated with the capital programme; and
 - It maintains financial stability.
8. We keep innovating and remodelling how we work by making more use of technology and data in this digital age. With less funding, we are looking at communities to take on even more responsibility and supporting people to make the best choices for themselves and their families so that fewer people need our help.
9. The financial plans set out the financial implications of the council's Strategic and Delivery Plans. The development and refinement of the Strategic Plan is undertaken in conjunction with the financial planning process to ensure that budgets reflect the council's aims and objectives.
10. The planning period is five years, which provides a framework that promotes longer term planning, this has proved difficult recently with single year settlements announced by the government.
11. Identifying efficiency through innovation and new ways of working has featured heavily in previous years' financial strategies and, in the light of the current economic climate will continue to be a fundamental part of the council's plans going forward. The council has a proven track record of delivering cost reductions with £115m being identified and delivered in the past six years (up to and including 2021/22).
12. The council still has significant challenges ahead and the way residents' needs are met must continue to evolve. The delivery of challenging cost reduction targets and the management of current and future pressures is crucial to the delivery of the financial plans and the aspirations set out in the Strategic Plan.
13. In February the MTFs included a balanced budget for 2022/23 but one that included more than £16m of savings, in addition to the savings programmes agreed in previous years This balanced budget included new and emerging pressures and investments, particularly in care services, and it is now necessary to update the financial plans for the changes and developments since February. The key elements of the plans discussed in the report are:
- a. The current economic climate
 - b. Autumn Statement 2022
 - c. Provisional Settlement
 - d. Projected pressures and cost reduction options

- e. Risks
- f. Council Tax and Business Rates
- g. Reserves and Balances
- h. Summary of the Medium Term Financial Strategy Position
- i. Corporate Overview and Scrutiny Committee Role
- j. Consultation
- k. Conclusions

Current Economic Climate

14. Inflation has been increasing dramatically since February when CPI was 6.2%. In October 2022, it rose to 11.1% which is the highest level it has been for forty years. The current forecast from the Office for Budget Responsibility suggests that inflation will remain around 11% for the final few months of 2022. The OBR then forecasts that inflation will start to reduce during 2023, averaging around 7% in the year. Energy and fuel prices have been driving inflation alongside food and construction materials.
15. The Bank of England has responded to the inflation crisis by increasing the base rate during recent months. In February 2022, the base rate was 0.5% and at its November meeting, the Bank increased the rate to 3.0%. It is expected that the rate will increase further in an attempt to stabilise rising prices but if inflation begins to reduce during 2023 then so too could interest rates. For the County Council, higher interest rates mean larger returns on investments, while interest on external debt remains fixed.
16. With this national picture in mind, the impact of inflation on the MTFs has been carefully monitored. For contractual commitments, these have been allocated the amount required by the contract and for other commitments, the rate has been increased to 4% in 2023/24 which then drops back to 2% from 2024/25 onwards.

Autumn Statement 2022

17. The Autumn Statement was announced on 17th November and it largely focused on the financial years 2023/24 and 2024/25, up to the end of the Comprehensive Spending Review period. There were a few announcements relating to local government, although the Provisional Local Government Finance Settlement is required before the detail is known.
18. The planned reforms to adult social care are to be delayed by two years and further detail is required in this area. The expectation is that the funding previously earmarked for the costs of the reforms

will still be allocated to local authorities, although precise details are not yet known. If this is confirmed, this would benefit the County Council as the forecast costs of the reforms would far exceed the amount of funding, however the exact amounts will be allocated in the Settlement.

19. The Autumn Statement also included the announcement that the council tax referendum limits will be revised to allow local authorities to increase the Adult Social Care precept by a further 1% (making 2% in total) and the general precept can also be increased by a further 1% (making 3% in total). It appears that these referendum limits will apply to the 2023/24 financial year and they will be confirmed in the Settlement. It is not known whether the limits will extend into 2024/25 and future years or not.
20. Further announcements include the extension of the Household Support Fund for 2023/24 and a second round of the Levelling Up Fund will be available for authorities to bid for funding. Various business rates reliefs were also announced, these will benefit small and medium businesses and for local authorities, they will be funded by the government. The National Living Wage will increase to £10.42 per hour in April and this will impact on the amount the County Council pays for services. The Autumn Statement contained no information as to whether the Finance Settlement will cover one or two years. The Statement also referenced the next Spending Review from 2025/26 and the limits on funding that are expected to apply, which is an indication of potential funding reductions for local government in the medium term.

Provisional Settlement

21. The Provisional Settlement is expected to be announced in mid or late December, by Secretary of State, Michael Gove. This will be after this report has been published. Earlier this summer, the Secretary of State gave a commitment to publish a two-year settlement and it is hoped that this is honoured and that the Settlement will cover the two financial years 2023/24 and 2024/25. It is assumed that the Settlement will clarify the points mentioned above from the Autumn Statement.

Projected Pressures and Cost Reduction Options

22. Services have made efforts to mitigate their own spending pressures in order to maintain a balanced budget. The impact on our communities has been carefully considered and is shown at **Appendix 1**. The current list of pressures, investments and savings

options are attached as **Appendices 2a-2d** and the key impacts are discussed in the paragraphs that follow.

23. Inflation is mentioned above as having an impact on the County Council, this affects all services but is particularly being felt by services which use energy, either for heating purposes or fuel for transport. Construction materials are also increasing in price and this is affecting Highways. For this reason, the standard inflation assumption in the MTFS has been increased to 4%, from 2% in 2022/23. And contractual increases over and above that level are honoured. In addition to rising prices, there is also inflationary pressure on pay with an assumption that there will be an increase around 4% in 2023/24. The total cost of inflation is £25m more than was assumed in last year's MTFS for 2023/24.
24. Health and Care is facing cost pressures from a rising demand for services, in particular home care, and increasing prices of care due to inflation, in large part as a result of uplifts in the National Living Wage. Issues with recruitment and retention among providers mean that it is difficult to allocate care packages, in particular to those vulnerable adults being discharged from hospital. The allocations of non-recurrent funding do not allow for longer term financial planning, either by the County Council or by providers.
25. The delay to implementing the social care reforms is welcomed as the reforms are forecast to cost the County Council millions of pounds once they are fully implemented. However, more detail is required to know exactly which reforms are delayed and which must continue on their trajectory towards implementation, such as the move towards providing payments to providers based on the recent national fair cost of care exercise. Without further detail, it is not yet known whether the reforms could be delivered within the estimated funding envelope currently.
26. Health and Care continues to make progress towards delivery of the planned savings approved in the MTFS for 2022/23 following the pandemic, which delayed savings plans. The Directorate has a good track record of identifying alternative savings, should any become delayed or unachievable.
27. Actions are ongoing to manage demand including to expand and make better use of voluntary support in the community, to quality assure new assessments and regularly review people already receiving care to ensure appropriate interpretation of Care Act eligibility criteria.

28. Actions are also ongoing to manage prices including to manage choice of services in line with our powers under the Care Act, to make use of new technologies to generate efficiencies, as well as to block book nursing home beds and develop new nursing home capacity.
29. The Children and Families Directorate's current plans and new options continue to be dominated by the transformation of the Children's system specifically; against a backdrop of rising costs and constraints on funding; workforce transformation, including a shift to community supported locality models and greater use of volunteers. This service area has also seen a significant increase in demand following the easing of Covid restrictions and numbers of children in our care continue to increase.
30. The children's social care system has been transformed and now enables a whole system approach, bringing together children's social care, SEND and Inclusion, the Place Based Approach and commissioning. It is essential for the delivery of revised practices / cultures that underpin the necessary MTFS savings and stabilisation of SEND. However, the number of children needing our help is increasing beyond the levels which are assumed in the MTFS.
31. Increasing numbers of EHCPs is placing further pressures on SEND services including Home to School Transport. This service area is also under pressure from fuel price increases and in the current year, additional funding has been allocated on a one-off basis to mitigate the inflationary pressures being felt. The refreshed MTFS now includes the ongoing impact of those pressures.
32. 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. Potential changes to the rules in this area may exacerbate this position further. Staffordshire County Council is not alone in this difficult financial predicament – this is a position shared by the majority of Councils across the sector.
33. Outside the issue of social care, there are pressures in other service portfolios with the main one being around highways maintenance and development. Additional funding was allocated to Highways in last year's MTFS but this service area has also come under pressure from rising prices and further funding of £2m is required to ensure that inflation does not erode the previous investment. Streetlighting is also facing increased prices as the cost of electricity rises.

34. Support services are generally living within their means and are identifying savings where possible to mitigate any emerging pressures. There are pressures arising in Legal due to increased demand for Rights of Way support and in Finance there is a nationally set increase in audit fees.
35. The total pressures and cost reductions, including the increasing pressures and savings from previous years, are shown in the table below. A summary by Directorate is attached at **Appendix 3**.

	2023/24	2024/25	2025/26	2026/27	2027/28
	£m	£m	£m	£m	£m
Pressures	19.557	29.765	46.090	46.273	53.538
Inflation	25.492	39.341	52.187	64.231	77.463
Savings	0.342	1.375	3.687	4.187	2.187
Investments	(0.818)	(0.833)	(0.833)	(0.833)	(0.833)
Net Movement	44.573	69.648	101.131	113.858	132.355

Risks

36. There are a range of significant risks which need to be carefully monitored and managed. In some cases, the risks may not materialise or may be managed to mitigate their impact on the budget.
37. There is a huge level of uncertainty in the MTFS due to a number of factors. The global economic pressures are continuing to impact on the UK as a whole and will do so well into 2023/24, according to forecasts. The County Council also feels the inflationary pressures and increased demand in particular service areas.
38. Having a one-year Settlement announced each does not aid longer term financial planning and does not allow the County Council to do as much as it could to stabilise the care market. There is also an increased risk of funding reductions in the next Spending Review period.
39. There has been a Fair Funding Review promised for some years now and this was further delayed due to the pandemic, however it has been suggested that a review of council tax could be undertaken early next year. It is assumed that this would necessarily lead to a review of local authority funding.

40. The biggest risks are in social care, both Adults' and Children's. This includes our ability to continue to control demand as the population continues to age, and the success of ongoing actions to control prices. These also need to be seen against a backdrop of ongoing pressures in the local NHS, which tend to drive up both demand for and the price of care.
41. The recent announcement of a delay to the introduction of the social care reforms means a delay to those costs being incurred, however it is not yet known exactly which measures will still have to be implemented and therefore how much the County Council will need to pay.
42. Risks are inherent in the whole system around Children's and Families including risks around capacity in the courts to facilitate children leaving care and the risk of numbers of children needing our care continuing to rise. There is also risk around any potential response to national issues surrounding care arrangements.
43. In relation to the council's capacity to deliver, there is an increasing risk that restructures are not embedded in services. The reduction in resources, particularly corporate support resources, would also impact on the capacity to support and deliver key strategic aims such as people helping people, digital, and economic growth to deliver additional council tax and business rate receipts etc. Prioritisation of scarce resources is key to managing the impact of this risk.
44. Loss of specific grants and hence income to the authority is a risk. There is a prevalence of bidding processes for funds which takes capacity from other service provision and is also very reactive. A better approach is to allocate funding directly to authorities for them to decide how best to spend it in their local areas.
45. There is an increased risk of spending exceeding budgets and/or income falling short of budgets. The council has a proven track record of delivering significant cost reductions. However, the scale, complexity and pace of the changes still required enhances the risk that not all the cost reductions identified will be delivered within the required timescales. There is a heightened risk associated with plans not being delivered and outcomes not achieved. In previous years and for a variety of reasons, some transformation programmes have not fully achieved the targets set and therefore appropriate contingency arrangements need to be in place.

46. Delivery Plans now need to be revised in the light of the financial situation facing the council. The governance arrangements for this significant programme include regular reports to Informal Cabinet, Select Committees, Senior Leadership Team, Delivery Board, Service and Project Boards.
47. With regard to the risk of overspending against budget, thorough budget preparation and detailed monitoring during the year, coupled with personal financial accountability, minimises this risk. Furthermore, Finance Business Partners can identify any concerns at an early stage, advise management teams and recommend measures to mitigate the impact. Budget monitoring reports are regularly considered by management teams and by Select Committees, Portfolio Holders, SLT and Cabinet on a quarterly basis.
48. As the county council continues to transform, we recognise this also presents a potential significant impact for some of our communities, individuals and staff. Community Impact Assessments (CIAs) are therefore a critical component of the council's decision making processes. Each of the options outlined in this paper is likely to have a very different impact and affect different groups of people, therefore where appropriate these will require a specific CIA tailored for that service.
49. As such, services will undertake full and detailed Community Impact Assessments (CIAs) where there is a change to service, commissioning or policy, in line with its CIA framework. This includes identifying those potential negative impacts where changes could affect different groups of people and seek to identify those key actions we will take to reduce any negative impact, protecting Staffordshire's most vulnerable where possible.
50. There will be corporate support and guidance offered in assisting services in the development of their CIAs, ensuring they are developed at the earliest stage, inform thinking and are continually reviewed as part of implementing changes.

Sensitivity Analysis

51. In terms of assessing the impact of changes under various scenarios the following table sets out a guide to the effect of changes to the major cost elements/funding streams:

Impact of (+ or -)	Equates to (+ or -)
1% Council Tax	£ 4.1 million
1% Business Rates growth (SCC receives 9% of the total collected rates across Staffordshire)	£2.7m across Staffordshire, of which SCC receives £242k (9%)
1% Pay award (excludes staff funded from specific grant (e.g. Dedicated Schools Grant))	£ 1.6 million
1% Non-pay budget	£ 0.7 million
1% Interest (on balances)	£1.0 million

52. Details regarding the assumptions used in the financial planning exercise for the major cost elements and funding streams are attached as **Appendix 4**.

Council Tax and Business Rates

53. The current assumption in the financial plans contained in this report is that the general council tax increase is 1.99% for 2023/24 and thereafter, this is in line with last year's referendum limits. In addition, the Adult Social Care precept is assumed to be maintained at a level of 1% throughout the MTFs period, again in line with last year's referendum limits. The Autumn Statement announced that the referendum limits will be increased and that local authorities will be allowed to increase the general precept by 3% and the Adult Social Care precept by 2%.
54. The council has never exceeded the referendum limit. However, it is legally permissible to set a council tax increase in excess of the limit, subject to taking the increase to a public referendum. This is not a decision that would be taken lightly, while it remains an option, significant sums of money would be required to hold a referendum and, by its very nature, the outcome of the referendum is uncertain. To date no referendum in the UK has ever supported an increase in Council Tax.
55. Businesses across the globe have been hit by rising costs following on from the pandemic. The income received from business rates was lower than expected in 2022/23 and further details are awaited for the amounts expected during 2023/24. Additional detail

on the amount of income we can expect will come at the very end of January when we receive copies of the returns sent by the Districts and Boroughs to government.

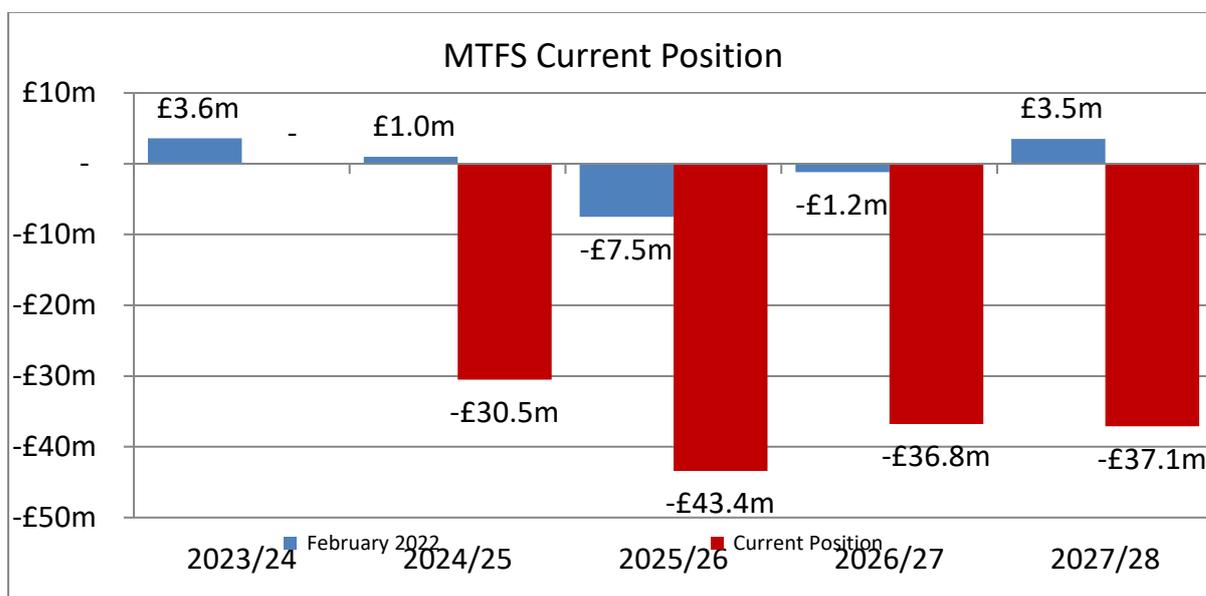
56. In the current year, the county council is part of the Staffordshire and Stoke on Trent Business Rates Pool which means we can maximise the amount of business rates income retained in the County and City. It is intended that the County Council remain a member of this Pool for 2023/24.

Review of Reserves and Balances

57. Section 25 of the Local Government Act 2003 requires the Chief Finance Officer to report to the Council on the adequacy of proposed reserves and the robustness of the budget.
58. We have reviewed the earmarked reserves and provisions we hold to make sure they are still required and that they are adequate. As part of producing the formal accounts of the council for 2021/22 earmarked reserves were reviewed. Excluding those reserves earmarked for schools, the remaining reserves are deemed to be fit for purpose for matters such as insurance claims and capital investment.
59. Some reserves earmarked for general funding purposes can be released, in a targeted manner, to balance the budget for 2023/24. This will allow time for the consideration of the Provisional Settlement, when it is announced, and also allows more time for a programme of innovation and efficiency measures to be identified. Alongside this review, the level of Contingency will also be assessed (currently at £10m) in light of the Settlement and the risks as highlighted above.
60. At the end of 2021/22, general balances were £47.3m and a contribution of £5m was included in the 2022/23 budget, bringing balances to a total of £52.3m. The pandemic proved the importance of holding balances against uncertainties. The risk assessment considers the uncertain future economic and funding outlook and the risks surrounding the financial plans which are set out in this report. It is quite clear that in several areas, e.g. adult social care and looked after children, that the level of risk facing the council has increased substantially. In addition, the lack of clarity around future funding levels has been taken into consideration. The assessment, attached as **Appendix 5**, has concluded that in excess of £55m is deemed to be an appropriate level for the council.

Summary of Medium Term Financial Strategy Position

61. In February 2022, a small amount of headroom was reported for 2023/24 with a large gap in 2025/26 and in 2026/27. Since then, services have faced increased demand and have also identified further cost reductions to help mitigate the pressures.
62. Assuming the spending pressures and savings options identified in **Appendices 2a-2d** are approved, the current position, compared to the position in February, is shown in the graph below:



63. The graph shows a balanced position for 2023/24 after the use of £23.1m reserves. Then there are likely to be significant budget gaps for the remaining years of the MTFS period. This includes assumptions based on currently known information, further details are awaited that will clarify those assumptions and potentially mitigate those gaps. In the short term, a targeted use of reserves is proposed to close the budget gap for 2023/24 and allow some time for the County Council to identify savings that may be required to bridge the gaps in future years. Cabinet are requested to approve the establishment of a suitable innovation programme aimed at improving service delivery and identifying cost reduction proposals to be considered next year.

64. The 2023/24 draft revenue budget for each service area together with planning forecasts for future years is attached as **Appendix 6**.

Corporate Overview and Scrutiny Committee Role

65. Scrutiny now needs to be undertaken on the results of the MTFS exercise. In this council, that role is undertaken by the Corporate Review Committee. As in previous years this committee has established a working group to specifically scrutinise the financial plans.
66. It is proposed that the Corporate Review Committee be asked to scrutinise the results of the MTFS exercise as set out in this report.

Consultation

67. As in previous years, consultation on the overall budget will be required with trades unions and business ratepayers at an appropriate time. In addition, savings options will require specific consultation as necessary to deliver the changes proposed.

Conclusions

68. Members have committed to delivering value for money for residents and businesses and living within the means available to the council. It is evident from the analysis contained in this report that this is becoming increasingly difficult to do. Balanced budgets for future years will not be possible without tough decisions being made on services that affect the lives of many. To deliver on its pledge this does mean that if nothing else changes, in terms of increased funding from government, then what is set out in this report is what this council will need to do.
69. That means thinking differently about what more we can all do for ourselves and what we expect to be paid for from the public purse.
70. The council remains ambitious for Staffordshire, exploring new options and areas to make our county better. However, the financial uncertainty makes planning over the medium term very difficult. The approach is to use reserves in a targeted way to ensure there is a balanced budget for 2023/24, but even with this use of reserves, there remain significant risks to financial stability. To address those risks, consideration will be given to increasing the Contingency budget in light of the Settlement and the risks identified above.
71. The longer-term vision for the council is set out clearly in the Strategic Plan. Members of Cabinet are not prepared to do things which undermine the medium/long term view which is essential to ensure sustainability as an authority.

Legal Implications

At this stage in the development of the financial plans there are no specific legal implications presented by this report.

Some of the decisions required in the report carry a risk of legal challenge. The Council's response to any challenges will be considered if and when they arise on the basis of whether they are likely to be successful.

Resource and Value for Money Implications

The Resource and Value for Money implications are set out in the report.

List of Appendices:

1. Community Impact Assessment
2. Detailed Pressures, Savings and Investments
 - a. Health and Care
 - b. Families and Communities
 - c. Economy, Infrastructure and Skills
 - d. Corporate Services
3. Summary of Pressures, Inflation, Savings and Investments
4. Major Assumptions Used in MTFS
5. Risk Based Review of General Balances
6. Proposed Net Revenue Budget 2023/24 and Planning Forecasts 2024/25 – 2027/28

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Annual MTFS Community Impact Assessment Report

2023/24

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Date: 30 November 2022

Annual MTFS Community Impact Assessment (CIA) – 2023 / 24

1. Background / Overview of MTFS CIA Process

- 1.1. Staffordshire County Council's Community Impact Assessment (CIA) policy forms a critical component of our decision-making processes. It sets out a clear and consistent organisational approach to how we assess the impact of service changes, commissioning, and strategy for communities.
- 1.2. In November 2018, Staffordshire County Council established an annual Community Impact Assessment (CIA) of its Medium-Term Financial Strategy (MTFS). The purpose of this is to provide a high level, strategic assessment of MTFS impact each year, considering the cumulative impacts of key MTFS savings proposals and examining what these may mean for Staffordshire's communities, places, and most vulnerable residents.
- 1.3. The MTFS has recently undergone its annual review and sets out how we will work to gain the maximum impact for our ambitions for Staffordshire, as outlined in the Strategic Plan 2022-26, and deliver value for money. The potential cross-cutting community impacts of this are a key consideration, therefore, to accompany this, the MTFS CIA has also been updated to consider the impact of any additional savings proposals. This paper also provides a progress report against the previously identified six CIA priorities identified in the 2022/23 CIA; and refreshes the list of CIA priorities for the upcoming year.

2. MTFS CIA Priorities (2022/23) - Progress Update

- 2.1. The MTFS CIA presented to Cabinet in January 2022 reported the following six proposed savings options with the highest potential impact on our communities and the places they live:
 - Embedding the Children, Young People and Families transformation phase 2 (including SEND)
 - Community Offer for Learning Disabilities
 - Rural Review and Reorganisation (including countryside estates and rights of way)
 - Strategic Review of the Care Market
 - Home Care Policy on High Cost Packages
 - Savings to Mental Health Recovery Service
- 2.2. The assessment also identified some cohorts as being at greater risk of potential cumulative impacts as a result of the MTFS savings proposals, these were:

- Disability / Older People
- Children and Young People / Families
- Localities

2.3 Appendix A provides a progress update against each of the MTFS CIA priorities listed above in paragraph 2.1, as well as an overview of the known impacts on communities and the priority cohorts also listed above in paragraph 2.2.

2.4 The main finding of MTFS CIA work is that our close working with communities, partners, key stakeholders, and our workforce has both ensured continued and flexible delivery of services and helped to mitigate service impacts on some of our key vulnerable groups. Where changes have gone ahead, full individual service CIAs have been developed and conversations have taken place both internally and with key stakeholders to ensure potential impacts are minimised.

2.5 The MTFS CIA Task and Finish Group met in November 2022 to review and discuss each of the six MTFS CIA priorities and identified several cross-cutting themes which have helped to mitigate the impact of current changes on individuals and our communities.

- **Flexibility and doing things differently** – Whilst increasing costs along with rising demand of social care for adults and children, together with significant inflationary costs, continues to put pressures on finances, we have continued to do what is necessary to support those who need it most. Alongside this, delivering some services in a different way and being flexible in our response to how we manage the challenges has helped minimise the impact on the communities we serve. This has brought opportunity to do things better, strengthen existing relationships and work closely with partners and our communities. Examples include:
 - The ‘Rural Review and Reorganisation programme’ has focused on a new and strengthened Vision for the Estate, following the impact of Covid-19 and retaining the Estate management in house.
 - The ‘Community Offer for Learning Disabilities’, includes an integrated service pilot approach for day opportunities, with service users and families, facilitated via a co-production steering committee, which will help inform future service delivery.
 - The ‘Strategic Review of the Care Market’ has helped address issues around rising costs, for example a phased increase in the number of block booked care home beds in accordance with demand, which also ensures providers have a level of financial stability.

- A flexible approach is also being adopted in response to Challenges associated with the embedding of large scale 'Children and Young People's transformation', alongside increasing cost, number and complexity of Child Protection and Children in Care. This includes establishing new programmes of work overseen by a Programme Board focused on: workforce; ways of working; development of a communications strategy; and Children in Care planning.
- **Partnerships** - enabling the effective implementation of some key MTFS changes, whilst minimising the impact for residents and communities has significantly benefitted from continued strong engagement and collaboration with partners. Changes happening have required us to work closely with providers, Integrated Care Board partners, businesses, District and Borough Councils and the VCSE sector, to minimise any potential negative impacts. This has included, for example, changes across the 'Strategic Review of the Care Market', 'Rural Review and Reorganisation programme' and 'embedding the Children and Young People's transformation'.
- **Communities** - Through the Council's Communities Delivery Plan, we have worked closely with our partners and communities to support our residents to help themselves and each other, which has contributed to minimising any potentially negative impacts of change across our six MTFS priority areas. The Council has worked with partners in the VCSE sector to review and agree our new Early Help Strategy 2022-27 and Family Hub Model, which will change the way we deliver support for families locally. We have also recently recommissioned our support for the VCSE sector following the end of our previous VCSE Strategic Capacity Building Partnership. This new contract will see SCVYS and Support Staffordshire continue to work with Staffordshire County Council to build capacity in the VCSE sector and deliver key Council programmes of work. As part of these new arrangements, SCVYS will be engaging with partners and communities on increasing co-production for young people with SEND. Support Staffordshire are also working with VCSE groups in Tamworth, Cannock, and East Staffordshire to increase accessibility of support for adults with learning disabilities, with a view to expanding this work to the other districts in the future. In addition, activity has taken place to provide communities with helpful information, advice, guidance and signposting, including locally targeted #DoingOurBit campaigns on loneliness and health and wellbeing, and the 'Here to Help' cost of living campaign (further highlighted in section 4).

2.6 In addition, the MTFS CIA Task and Finish Group highlighted work underway to address the nationwide recruitment challenges, through a number of broader initiatives to ensure we are further equipped to attract talented and diverse new people, with the aim of making the Council an employer of choice in Staffordshire.

2.7 As demand for care and support continues to increase across the country, the Council and partners across Staffordshire have also taken the initiative to work together to develop a new wide-reaching Future Social Care Workforce Strategy to address retention and recruitment challenges. At the centre of this work, is a focus on innovation and being bold in how we recruit the right people, celebrate their important contribution, and make sure people within the care workforce feel valued and supported in their career development.

3. **Revised MTFS Community Impact Assessment Priorities for 2023/24**

3.1. Following an annual review of the MTFS, a refresh of its CIA has been undertaken alongside this, to ensure any associated cumulative impacts are considered alongside additional saving options proposed by the MTFS. This analysis can be seen at Appendix B to this report.

3.2. The table at Appendix B provides an assessment of the potential impacts on communities, based on proposals set out in the refreshed MTFS for 2023-28 as well as an overall community impact rating for the respective Council business area.

3.3. Overall, this annual review highlights many of the current MTFS CIA priorities remain relevant for the upcoming year, with implementation continuing and ongoing monitoring of impacts in place. with no new savings proposals identified as having a potential high impact on our communities and the places they live. The refreshed list of 4 CIA priorities is set out below.

- Embedding the Children, Young People and Families transformation phase 2 (including SEND)
- Community Offer for Learning Disabilities
- Rural Review and Reorganisation (including countryside estates and rights of way)
- Strategic Review of the Care Market

3.4. The rationale for not continuing to include and monitor the 'Savings to Mental Health Recovery Service' and the 'Home Care Policy on High Cost Packages' is set out in the detailed progress update at Appendix A.

3.5. For those CIA priorities above that remain relevant, each will have full and detailed individual service CIAs as part of the Council's CIA process. Where a CIA has already been undertaken, regular updates and monitoring will continue to be recorded to ensure they remain up to date and relevant.

3.6. As part of refreshing the MTFS CIA for 2023/24, several cumulative impacts for key groups were identified as set out below:

- **Disability / Older People** - A number of savings proposals in the MTFS that result in changes to people with disabilities and older people are across both health and social care as well as families and communities. These include changes through the 'Strategic Review of the Care Market', the 'Community Offer for Learning Disabilities', and the 'embedding of the Children, Young People and Families transformation' (which includes the SEND review).
 - As acknowledged by Cabinet in January 2022, wider ongoing impacts of Covid-19 on this cohort will also need to continue to be considered alongside any further emerging learning in individual service CIAs, and as part of the Council's continued approach to service change and delivery.
 - Alongside potential impacts identified, opportunities to build on existing strengths and assets can be maximised across proposed changes. For example, as part of the new vision for the Countryside Estate Healthy Parks Programme is being developed, as well as a site improvement to improve accessibility and to help benefit all local residents.
- **Children and Young People/Families** - The 'embedding of the Children, Young People and Families transformation programme' will continue to change how services are delivered and received, and will impact upon several different cohorts, particularly children and young people, their families, and carers (and children and young people with disabilities, as noted above).
 - As change is further embedded in the coming year, and as this is all further informed by the new programmes of work overseen by the Programme Board (and the SEND provision co-designed with communities), continuing to monitor and mitigate any impacts will be vital.
 - Again, as acknowledged by Cabinet in January 2022, wider ongoing impacts of Covid-19, which previously identified young people's emotional wellbeing as a key negative impact, alongside any further emerging learning will also need to factor into wider service developments, as appropriate, for these communities.
- **Localities** - Working with local communities, who are at the heart of what makes Staffordshire a strong and thriving county, remains crucial to a number of the proposed savings options identified in the annual MTFS 2023-28 review.
 - This will also include close working with our public sector partners, and the VCSE sector locally. These proposed savings options include 'embedding the Children, Young People and Families transformation', the 'Community Offer for Learning Disabilities', and the Countryside Estates

and Rights of Way (within the 'Rural Review and Reorganisation programme').

- Working with District and Borough Councils, Parish Councils and local VCSE groups will be critical in effectively delivering these saving options locally in a way that minimises any potentially negative impacts on residents. Several strands of work in the Council's Communities Delivery Plan will support this, including for example the new VCSE Capacity Building Framework.

3.7. Alongside the above, two further key developments and issues have been identified, and which will need to continue to be considered. Workforce capacity and recruitment challenges were identified as key further consideration, and as noted in section 2 a range of activity is underway to address local challenges (which are mirrored nationally). In addition to the cumulative impact considerations above we also know that residents across the county remain worried about the rise in the **cost of living**. Whilst not specific to the above CIA priorities, it is important to consider the impact of cost of living on the daily lives of residents, particularly for our most vulnerable residents.

3.8. Close work continues with our multi-agency partners across public sector, strengthening existing relationships, such as through the Staffordshire Leaders Board, and developing new ways of working where required. There has been a strong focus on providing much needed support and signposting for residents around cost of living, alongside continued close working with our communities, and the local VCSE sector, who remain vital in supporting across this all. For example:

- The 'Here to Help' campaign and website provides residents with information, advice and signposting residents to local community support.
- A number of grant programmes are supporting cost of living initiatives, including the Members Community Fund and the Community Recovery Grant scheme with the Community Foundation for Staffordshire.
- The Council are also working with many District and Borough partners to distribute slow cookers to vulnerable households as part of the Household Support Fund.
- Staffordshire library services is offering a range of support over the winter months, from free hot drinks in some of its libraries, warm spaces, offering a place for charging phones and laptops, helping students to study in a warm place and supporting small start-up businesses with a place to work.
- The County Council's network of Community Help Points, which include libraries and children's centres, will also be signposting residents to support and help with the cost of living pressures.

- There is also significant support being provided right across the county by our VCSE sector, and by our residents supporting each other.
- The Staffordshire Leaders Board is also establishing an Officer Group in order to maximise efficiencies and reduce any duplication across this continued focus and work.

3.9. The MTFS CIA will be updated to reflect further learning across this, as appropriate, as will individual CIAs.

4 Next Steps

- 4.1 The MTFS CIA governance process will ensure an ongoing dialogue and analysis with partners on the implementation of these CIA priorities, to ensure any potential impacts on communities are mitigated where possible.
- 4.2 The work of the MTFS CIA Task and Finish Group will also continue to bring together CIA service leads for the work listed above to share progress, discuss emerging cumulative impacts, develop cross-cutting mitigations and act as a mechanism for the ongoing monitoring and review of these at a corporate level.
- 4.3 This will accompany individual service CIAs in line with our corporate CIA policy. The individual CIAs will consider in greater depth the specific impacts for each of these workstreams on our communities, and how we can work with communities, the VCSE sector, local partners, and members to mitigate any potentially negative impacts.
- 4.4 The MTFS CIA Task and Finish Group membership will be refreshed and continue to convene to monitor progress and discuss cross-cutting impacts.

Appendix A - Current MTFS CIA Priorities - 2022/23 - Progress Update

MTFS Proposal	CIA Implementation Update	Community Impact & Mitigations
<p>Embedding the Children, Young People and Families Transformation Programme</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 33</p>	<ul style="list-style-type: none"> • A full CIA was produced alongside Cabinet report Nov 2020, updated in Feb 2021 ahead of consultation. • Changes expected to be positive any risks of programme to be monitored and mitigations in place to reduce potential negative impacts. • Will run until 2025/26. 	<ul style="list-style-type: none"> • The long-term Children, Young People and Families Transformation programme is now complete and being embedded into a new way of working which will ensure a whole system approach for children and families and provide a financially sustainable model that ensures children with social care needs remain or return to their family (or extended family network) where it is safe and appropriate to do so, and children with SEND receive the right support at the right time. • Progress on the second phase was initially paused due to Covid-19, however the programme restarted, and a 75-day consultation was completed in June 2021, and the new district model went live in October 2021. The new structure is now complete, and the workforce are in place; training and development is underway and communication and engagement to inform and reassure the workforce and partners is ongoing. Work continues on the pathways and processes and a transition plan continues to be implemented to ensure the safe handover of the programme and ongoing monitoring to the business. • The SEND element of the transformation has been considered a priority and therefore continued throughout the pandemic. A SEND Strategy is now in place and a partnership implementation plan is currently being agreed. Phasing of further transformation is currently being planned. SEND has been part of the workforce reorganisation and the SEND offer will now be part of the integrated early help and family support teams within the district. • Pressures are being experienced relating to increased costs and number/complexity of Child Protection and Children in Care, these are being flexibly responded to by establishing several new programmes of work overseen by a Programme Board focused on workforce, ways of working, development of a communication strategy and Children in Care planning • Overall, changes are expected to be positive for communities, with any risks continuing to be monitored and reviewed as part of the existing MTFS CIA in place.

MTFS Proposal	CIA Implementation Update	Community Impact & Mitigations
		<ul style="list-style-type: none"> It is recommended that this remains a MTFS CIA priority to ensure the ongoing review of impacts.
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 34</p> <p>Community Offer for Learning Disabilities</p>	<ul style="list-style-type: none"> Work was agreed by Cabinet in October 2019; however, Covid-19 had an impact upon commencement and completion of some service changes. Further update report and CIA was considered by Cabinet in November 2020. Further work has been undertaken including feasibility studies and options appraisals which will be considered by cabinet in December 2022. Subsequent CIAs will be undertaken alongside service reviews. 	<ul style="list-style-type: none"> Community Offer for Learning Disabilities will see changes to the way we provide services to some adults with learning disabilities and/or autism, who are in receipt of services across the county. The purpose of these changes is to ensure there are appropriate and sustainable services across the county to meet support needs. Changes will include reviewing and refreshing respite care, residential care, and day services. Provider Services will be creating an integrated model of care which encompasses community-based support in addition to building-based services. Progress since August 2020 includes: <ul style="list-style-type: none"> The tender of Greenfield House was undertaken in October 2021 but was unsuccessful - the decision was made to keep Greenfield House in-house for the medium-term and for a limited refurbishment to improve quality. The capital investment required was approved in principle by Cabinet in October 2022. Horninglow Bungalows was reviewed in August 2021, and it was determined there is limited market capacity and appetite, the service is therefore now being included in the countywide procurement of Supported Living approved by Cabinet in October 2022. A service review of day opportunities and respite has resulted in the design of an integrated service. A pilot is currently underway with service users and families which is facilitated via a co-production steering committee. Two day-services in Boney Hay and Tamworth have merged and operating from a new building in Lichfield. Recommendations to improve and refurbish the Hawthorn House building for up to 15 residents was approved by Cabinet in October 2021. Project planning has commenced, with construction due to start in Spring 2023 and the new building to be complete by October 2025. Options appraisal for day services in Cannock are being explored.

MTFS Proposal	CIA Implementation Update	Community Impact & Mitigations
		<ul style="list-style-type: none"> ○ A consultation on a proposal to relocate Newcastle respite day service to a refurbished local building is taking place. ● Given further service change it is recommended that this remains a MTFS CIA priority with ongoing review of impacts.
<p>Savings to Mental Health Recovery Service</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 35</p>	<ul style="list-style-type: none"> ● Contracts expired in 2022 and SCC commissioned a new social care only service ● A full CIA was undertaken ● The current contract will expire in March 2024 	<ul style="list-style-type: none"> ● Savings to Mental Health Recovery services involved recommissioning the service to focus on promoting social inclusion and mental well-being through a community-based model. ● The Social Inclusion and Recovery (SIR) Service was recommissioned from 1 April 2022 as a social care only mental health Floating Support Service. It is being provided by MPFT on a two-year contract which runs to 31 March 2024. ● No savings were agreed as part of the recommission therefore SCC's contribution to the mental health service remains unchanged. ● The vast majority of SIR users transferred to the Floating Support Service and their assessed eligible needs are continuing to be met. ● Recommended that this no longer remains a MTFS CIA priority.
<p>Home Care Policy on High Cost Packages</p>	<ul style="list-style-type: none"> ● A full CIA on the Strategic Review of Home Care was undertaken in September 2020 ● Review of high cost packages and packages under 5 hours is being undertaken 	<ul style="list-style-type: none"> ● Home Care Policy on High Cost Packages - changes to high cost packages may result in some people being moved into residential care or changes to home care provision where the assessed need considers this to be the safest option for the individual. ● Robust assessments are carried out by Midlands Partnership NHS Foundation Trust (MPFT) and assessed eligible needs continue to be met. ● Recommended that this no longer remains a MTFS CIA priority.
<p>Rural review and reorganisation</p>	<ul style="list-style-type: none"> ● Initially presented to Cabinet, with a full CIA in March 2019. ● Review of wider staffing structures commenced in January 2020, then placed on hold due to Covid-19. In early 2021 the staffing 	<ul style="list-style-type: none"> ● The biggest impact of the Rural Review and Reorganisation will be on the rural communities where the Country Parks are situated. However, sites will still be available for public use and will remain under the ownership of the County Council. Management of two sites was transferred in 2018/19 to an environmental NGO and a parish council and is working well. Due to COVID 19 impacts and wider changes, the approach to future management of countryside sites was reviewed.

MTFS Proposal	CIA Implementation Update	Community Impact & Mitigations
<p style="text-align: center; transform: rotate(-90deg);">Page 36</p>	<p>reorganisation was reviewed following consultation with staff/trade unions feedback and learning from Covid-19 and MTFS position revised. A further CIA was undertaken in 2021.</p> <ul style="list-style-type: none"> • A further report and CIA on a new vision for the Countryside Estate considered by Cabinet in December 2022. 	<ul style="list-style-type: none"> • Staff are also impacted by the review and reorganisation. An initial review of the staff structure was commenced in 2020 but was put on hold due to COVID-19. Concerns regarding capacity and resilience of the service in the face of significantly increasing demand were highlighted and the MTFS was revised. A revised proposal was consulted on and a final structure is now in place and recruitment continues to take place. A new operational model for Environment and Countryside has now been implemented. • A new vision for the Countryside Estate to keep in-house and link to the Council’s strategic aims has been considered by Scrutiny and is due to be considered by Cabinet. The proposals represent a generally positive impact since they seek to enhance the ability for all members of the community to gain the benefits of access to natural greenspace and to protect and enhance the environment. • To implement these improvements however, there is a need to recover costs through extending pay and display parking to additional sites alongside a range of other funding mechanisms. Recognising current cost of living pressures for many service users, a range of measures have been identified to reduce impacts, including: <ul style="list-style-type: none"> ○ Meters will not be installed at new sites until after the current winter period when people’s household costs may be high ○ Charges at new sites will be phased in, with an initial voluntary period ○ Charges at existing sites will remain at the current rate until April 2024 – charges compare favorably with other countryside locations in the area ○ An annual permit will be available for use at all SCC countryside sites which significantly reduces the costs for regular users • Annual permits for those who regularly volunteer at the sites and members of the supporter scheme are also being explored.

MTFS Proposal	CIA Implementation Update	Community Impact & Mitigations
		<ul style="list-style-type: none"> • It is important to note that the costs recovered through parking charges will enable better management of the car park facilities and investment in the management of the sites, including making them more accessible for all abilities, caring for wildlife and heritage and improving the visitor experience. • It is recommended this remains a MTFS CIA priority and revisited following implementation of the new Vision for the Countryside Estate.
<p>Strategic Review of the Care Market</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 37</p>	<ul style="list-style-type: none"> • A Cabinet paper on the Strategic Review of the Care Home Market, with accompanying CIA, was approved by Cabinet in September 2021 • The Council completed and submitted the draft Market Sustainability Plan and Cost of Care exercise to DHSC as required on 14/10/22. • Subsequent CIAs will be undertaken alongside service reviews 	<ul style="list-style-type: none"> • The Strategic Review of the Care Market will ensure the County Council can continue to meet its statutory duty to meet the needs of people who are assessed as eligible for care and support under the Care Act 2014. • Covid-19 has had a profound impact upon the home care market and accommodation based-market. • To ensure access to good quality and affordable care home placements when they are needed, work includes: <ul style="list-style-type: none"> ○ A phased increase in the number of block booked care home beds in accordance with demand is being undertaken, ensuring providers have a level of financial stability ○ A Cost of Care and Market Sustainability Plan was submitted to the Department of Health and Social Care in October 2022 setting out how we will establish a Staffordshire Fair cost of care rate for older people’s care with providers ○ A Review of Older People’s Nursing Home Capacity and Demand is going to Cabinet in December 2022 to consider current issues affecting demand and available capacity of nursing care home provision with recommendations for future initiatives to meet need and assure market sustainability • It is recommended this remains a MTFS CIA priority and revisited following implementation of the service reviews.

Appendix B - MTFS Community Impact Assessment for 2023/24

The table below is an assessment of **potential medium and high community impact** for each key Council business area, with a summary of the service option as proposed in the MTFS, and an associated impact rating. As many of these are in still in development and subject to consultation or engagement, the outcome and potential impact for communities may not yet be known. We will therefore continue to record and monitor the cumulative impact of these, and where there is significant change proposed ensure individual service CIAs are conducted, reviewed as appropriate.

Area	Programme	Group/Protected characteristics potentially affected	Overall Potential impact rating	Commentary / rationale
Health and Care		Age (older people) Disabilities (particularly learning disabilities and mental health) Staff	High	<p>Community Offer for Learning Disabilities will see changes to the way we provide services to some adults with learning disabilities and/or autism, who are in receipt of services across the county. The purpose of these changes is to ensure there are appropriate and sustainable services across the county to meet support needs. Changes will include reviewing and refreshing respite care, residential care, and day services. Provider Services will be creating an integrated model of care which encompasses community-based support in addition to building-based services. CIAs will be undertaken alongside service reviews.</p> <p>Strategic Review of the Care Market A Strategic Review of the Care Market is being undertaken to ensure the County Council can continue to meet its statutory duty to meet the needs of people who are assessed as eligible for care and support under the Care Act 2014. Covid-19 has had a profound impact upon both the home care market and the accommodation-based market. The review therefore includes:</p> <ul style="list-style-type: none"> • Expanding use of block booking of care home beds • Commissioning of care home placements

Area	Programme	Group/Protected characteristics potentially affected	Overall Potential impact rating	Commentary / rationale
				<ul style="list-style-type: none"> • Shaping of the care market • Investing non-recurring funding in the sector to improve recruitment and retention • Exploring how technology can be used to support people • Working across the Council to develop a workforce strategy for people who work in the care sector <p>A full CIA is in place and individual CIAs will be undertaken as part of any service review or change, with ongoing monitoring of impact and mitigations.</p>
Families and Communities	Children’s services	Age (young people) Disability (SEND) Carers Sex (female) Pregnancy Staff	High	<p>The long-term Children, Young People and Families Transformation programme is now complete and being embedded into a new way of working which will ensure a whole system approach for children and families and provide a financially sustainable model that ensures children with social care needs remain or return to their family (or extended family network) where it is safe and appropriate to do so, and children with SEND receive the right support at the right time.</p> <p>The programme will change how services are delivered and received; and will impact upon several different cohorts, particularly children and young people, their families and carers, and children and young people with disabilities.</p> <p>These changes are expected to be positive for communities, to ensure the ongoing monitoring and review of any potential impacts and mitigations, this will remain an MTFS CIA priority for 2023/24.</p> <p>The existing CIA remains in place and has been updated with further updates as appropriate in line with any service change.</p>

Area	Programme	Group/Protected characteristics potentially affected	Overall Potential impact rating	Commentary / rationale
	Rural	All Localities Staff	Medium	<p>The Review of Countryside Estates & Rights of Way faced delays due to Covid-19 impacts and the approach to future management of countryside estates was reviewed. Following the review, a new vision has been developed which is being considered by Cabinet. The Rural Review and Reorganisation was also impacted by Covid-19 with a review of the staff structure taking place.</p> <p>Updates to the Community Impact Assessment continue to be undertaken.</p>

HEALTH AND CARE

Appendix 2a

Projected Pressures, Cost Reduction Options and Investments

Description	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m
Care Commissioning					
Community Impact Assessment Rating - Medium					
Total Service Spending Pressures Approved in February 2022	27.252	45.484	57.044	56.694	61.966
Projected Changes to Original Service Spending Pressures					
The council is working in partnership with local NHS partners to help people with Learning Disabilities and Autism to move from being NHS inpatients into the community so that they can live as normal a life as possible. This is creating a financial pressure for the council.	0.700	1.400	2.100	2.800	3.500
Additional BCF funding from inflationary uplift to CCG cash transfer in 2022/23 onwards	(1.250)	(1.250)	(1.250)	(1.250)	(1.250)
Increased inflationary pressures on home care costs (excl. FCoC)	1.870	4.698	5.252	5.624	5.792
2022/23 onwards impact of rising cost of new older people residential and nursing placements	0.000	0.000	0.000	0.000	5.170
Estimate of use of Social Care Support Grant	(1.670)	(5.548)	(7.152)	(8.574)	(9.025)
Removal of social care reform costs	(14.089)	(22.489)	(22.489)	(22.489)	(22.489)
Reduced estimated use of Social Care Support Grant to fund additional demand arising from the Government's adult social care funding reforms.	(7.292)	(6.637)	(2.393)	(0.551)	(0.100)
Appropriation from reserves to balance the H&C position.	0.000	0.000	0.000	0.000	(5.937)
Total Projected Changes to Service Spending Pressures Approved in February 2022	(21.731)	(29.826)	(25.932)	(24.440)	(24.339)
New Service Projected Pressures					
The Mental Health Service continues to face increasing costs because of increases in the number of people requiring Mental Health support and the complexity of people's care needs and the need to meet these needs for longer as life expectancies rise.	0.350	0.700	1.050	1.400	1.750
New Service Projected Pressures Total	0.350	0.700	1.050	1.400	1.750
Total Service Cost Reductions Approved in February 2022	(1.895)	2.077	6.059	8.059	8.059
New Service Cost Reduction Options					
New Service Cost Reduction Options Total	0.000	0.000	0.000	0.000	0.000
Total Pressures	5.871	16.358	32.162	33.654	39.377
Total Cost Reductions	(1.895)	2.077	6.059	8.059	8.059
Service Total	3.976	18.435	38.221	41.713	47.436

KEY: 1.000 = £1m of pressure or loss of income
(1.000) = £1m cost reduction or additional income

HEALTH AND CARE

Projected Pressures, Cost Reduction Options and Investments

Description	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m
Adult Social Care and Safeguarding					
Community Impact Assessment Rating - Medium					
Total Service Spending Pressures Approved in February 2022	0.195	0.195	0.195	0.195	0.195
Total Service Cost Reductions Approved in February 2022	(0.650)	(0.650)	(0.650)	(0.650)	(0.650)
Total Pressures	0.195	0.195	0.195	0.195	0.195
Total Cost Reductions	(0.650)	(0.650)	(0.650)	(0.650)	(0.650)
Service Total	(0.455)	(0.455)	(0.455)	(0.455)	(0.455)
Total Health & Care Pressures and Cost Reductions	3.521	17.980	37.766	41.258	46.981
Inflation	3.338	5.965	8.571	11.061	13.638
Health & Care Grand Total	6.859	23.945	46.337	52.319	60.619

CHILDREN AND FAMILIES
Projected Pressures, Cost Reduction Options and Investments

Appendix 2b

Description	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m
Children's Services					
Community Impact Assessment Rating - Medium					
New Service Projected Pressures					
Additional staffing pressures - workforce capacity	2.634	2.634	2.563	2.377	2.279
Additional court and counsel fees	0.200	0.200	0.200	0.200	0.200
Recruitment and Retention	2.691	2.691	2.691	2.691	2.691
Inflation on posts	0.426	0.426	0.426	0.426	0.426
New Service Projected Pressures Total	5.951	5.951	5.880	5.694	5.596
Total Service Cost Reductions Approved in February 2022	(4.623)	(8.247)	(10.482)	(10.482)	(10.482)
Projected Changes to Original Service Cost Reductions					
Reduction in Looked After Children placement costs as result of transformation	10.700	11.500	11.500	10.000	8.000
Total Projected Changes to Service Cost Reductions Approved in February 2022	10.700	11.500	11.500	10.000	8.000
New Service Cost Reduction Options					
Additional partners contributions for CiC placements	(1.000)	(1.000)	(1.000)	(1.000)	(1.000)
Reduce temporary agency/project support	(0.145)	(0.145)	(0.145)	(0.145)	(0.145)
New Service Cost Reduction Options Total	(1.145)	(1.145)	(1.145)	(1.145)	(1.145)
Investment					
Implementation of a Restorative Practice model working with children and their families to encourage more effective working relationships	(0.008)	(0.023)	(0.023)	(0.023)	(0.023)
Adult Specialist workers in District Teams to address the root cause of problems	(0.810)	(0.810)	(0.810)	(0.810)	(0.810)
Total Investments Approved in February 2022	(0.818)	(0.833)	(0.833)	(0.833)	(0.833)
Total Pressures	5.951	5.951	5.880	5.694	5.596
Total Cost Reductions	4.932	2.108	(0.127)	(1.627)	(3.627)
Total Investments	(0.818)	(0.833)	(0.833)	(0.833)	(0.833)
Service Total	10.065	7.226	4.920	3.234	1.136

CHILDREN AND FAMILIES
Projected Pressures, Cost Reduction Options and Investments

Appendix 2b

Description	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m
Education Services	Community Impact Assessment Rating - Low				
Total Service Spending Pressures Approved in February 2022	0.390	0.770	0.920	1.150	1.150
Projected Changes to Original Service Spending Pressures					
Change in costs of home to school SEN transport relating to number of school days in a financial year.	(0.260)	0.580	(0.040)	(0.440)	0.660
Expected changes in SEN pupil numbers and diversity in destination bases.	0.470	0.600	0.460	0.140	0.000
Total Projected Changes to Service Spending Pressures Approved in February 2022	0.210	1.180	0.420	(0.300)	0.660
Total Service Cost Reductions Approved in February 2022	(0.090)	(0.090)	(0.090)	(0.090)	(0.090)
Projected Changes to Original Service Cost Reductions					
Reduced historical pension costs	(0.120)	(0.120)	(0.120)	(0.120)	(0.120)
Total Projected Changes to Service Cost Reductions Approved in February 2022	(0.120)	(0.120)	(0.120)	(0.120)	(0.120)
New Service Cost Reduction Options					
Reduce budget for temporary agency/project support	0.000	(0.105)	(0.105)	(0.105)	(0.105)
Reduce budget for statutory compliance work and support (e.g. Academisation)	0.000	(0.160)	(0.160)	(0.160)	(0.160)
New Service Cost Reduction Options Total	0.000	(0.265)	(0.265)	(0.265)	(0.265)
Total Pressures	0.600	1.950	1.340	0.850	1.810
Total Cost Reductions	(0.210)	(0.475)	(0.475)	(0.475)	(0.475)
Service Total	0.390	1.475	0.865	0.375	1.335
Total Children & Families Pressures and Cost Reductions	10.455	8.701	5.785	3.609	2.471
Inflation	13.125	18.152	22.973	27.123	31.366
Children & Families Grand Total	23.580	26.853	28.758	30.732	33.837

ECONOMY, INFRASTRUCTURE AND SKILLS
Projected Pressures, Cost Reduction Options and Investments

Appendix 2c

Description	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m
Economic Development & Strategic Planning					
					Community Impact Assessment Rating - Low
Total Service Spending Pressures Approved in February 2022	(0.025)	(0.025)	(0.025)	(0.025)	(0.025)
Total Pressures	(0.025)	(0.025)	(0.025)	(0.025)	(0.025)
Service Total	(0.025)	(0.025)	(0.025)	(0.025)	(0.025)
Infrastructure & Highways					
					Community Impact Assessment Rating - High
Total Service Spending Pressures Approved in February 2022	(0.050)	(0.050)	(0.600)	(0.550)	(0.500)
New Service Projected Pressures					
Highways inflation	2.000	1.000	1.000	1.000	1.000
Street lighting - energy price increase	2.700	1.700	0.850	0.000	0.000
New Service Projected Pressures Total	4.700	2.700	1.850	1.000	1.000
Total Pressures	4.650	2.650	1.250	0.450	0.500
Service Total	4.650	2.650	1.250	0.450	0.500
Transport, Connectivity & Waste					
					Community Impact Assessment Rating - High
Total Service Spending Pressures Approved in February 2022	(0.154)	(0.056)	2.206	2.506	2.806
Projected Changes to Original Service Spending Pressures					
Change in costs of home to school mainstream transport relating to number of school days in a financial year.	(0.090)	0.150	(0.030)	(0.150)	0.180
Total Projected Changes to Service Spending Pressures Approved in February 2022	(0.090)	0.150	(0.030)	(0.150)	0.180
New Service Projected Pressures					
Transport Inflation - additional (Mainstream)	0.340	0.340	0.340	0.340	0.340
Mainstream Transport - school capacity issue	0.020	0.040	0.060	0.080	0.080
Additional expenditure due to changes in DfT grants	1.440	1.440	1.440	1.440	1.440
New Service Projected Pressures Total	1.800	1.820	1.840	1.860	1.860

ECONOMY, INFRASTRUCTURE AND SKILLS
Projected Pressures, Cost Reduction Options and Investments

Description	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m
Total Service Cost Reductions Approved in February 2022	(0.565)	(0.565)	0.000	0.000	0.000

ECONOMY, INFRASTRUCTURE AND SKILLS
Projected Pressures, Cost Reduction Options and Investments

Appendix 2c

Description	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m
New Service Cost Reduction Options					
Funding for additional expenditure above due to changes in DFT grants	(1.440)	(1.440)	(1.440)	(1.440)	(1.440)
New Service Cost Reduction Options Total	(1.440)	(1.440)	(1.440)	(1.440)	(1.440)
Total Pressures	1.556	1.914	4.016	4.216	4.846
Total Cost Reductions	(2.005)	(2.005)	(1.440)	(1.440)	(1.440)
Service Total	(0.449)	(0.091)	2.576	2.776	3.406
Culture, Rural and Communities					
Community Impact Assessment Rating - Medium					
Total Service Spending Pressures Approved in February 2022	0.196	0.196	0.196	0.196	0.196
New Service Projected Pressures					
Joint Coroners service with S-o-T. Initial pressure whilst discussions around apportionments are agreed.	0.033	0.033	0.033	0.000	0.000
New Service Projected Pressures Total	0.033	0.033	0.033	0.000	0.000
Total Service Cost Reductions Approved in February 2022	(0.050)	(0.050)	(0.050)	(0.050)	(0.050)
Total Pressures	0.229	0.229	0.229	0.196	0.196
Total Cost Reductions	(0.050)	(0.050)	(0.050)	(0.050)	(0.050)
Service Total	0.179	0.179	0.179	0.146	0.146
Total Economy, Infrastructure & Skills Pressures and Cost Reductions	4.355	2.713	3.980	3.347	4.027
Inflation	6.491	10.726	14.376	18.347	23.289
Economy, Infrastructure & Skills Grand Total	10.846	13.439	18.356	21.694	27.316

CORPORATE SERVICES
 Projected Pressures, Cost Reduction Options and Investments

Description	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m
Assets					
Total Service Spending Pressures Approved in February 2022	0.100	0.100	0.100	0.100	0.100
Total Service Cost Reductions Approved in February 2022	0.220	0.370	0.370	0.370	0.370
Total Pressures	0.100	0.100	0.100	0.100	0.100
Total Cost Reductions	0.220	0.370	0.370	0.370	0.370
Service Total	0.320	0.470	0.470	0.470	0.470
County Treasurers					
Community Impact Assessment Rating - Low					
Total Service Spending Pressures Approved in February 2022	0.031	0.063	0.063	0.063	0.063
New Service Projected Pressures					
Increase in audit fees following the PSAA Ltd's procurement process	0.240	0.240	0.240	0.240	0.240
New Service Projected Pressures Total	0.240	0.240	0.240	0.240	0.240
Total Pressures	0.271	0.303	0.303	0.303	0.303
Service Total	0.271	0.303	0.303	0.303	0.303
Governance					
Total Service Pressures Approved in February 2022	(0.022)	(0.041)	(0.041)	(0.041)	(0.041)
New Service Projected Pressures					
Rights of Way - s53 - to address backlog	0.121	0.121	0.121	0.121	0.121
Contracts support	0.060	0.060	0.060	0.060	0.060
New Service Projected Pressures Total	0.181	0.181	0.181	0.181	0.181
Total Pressures	0.159	0.140	0.140	0.140	0.140
Service Total	0.159	0.140	0.140	0.140	0.140

CORPORATE SERVICES

Projected Pressures, Cost Reduction Options and Investments

Description	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m
Strategy Community Impact Assessment Rating - Low					
Total Service Pressures Approved in February 2022	0.000	0.000	0.500	0.500	0.500
Total Pressures	0.000	0.000	0.500	0.500	0.500
Service Total	0.000	0.000	0.500	0.500	0.500
Total Corporate Services Pressures and Cost Reductions	0.750	0.913	1.413	1.413	1.413
Inflation	2.532	4.488	6.252	7.681	9.148
Corporate Services Grand Total	3.282	5.401	7.665	9.094	10.561

Summary of Pressures, Inflation, Savings and Investments

	2023/24	2024/25	2025/26	2026/27	2027/28
	£m	£m	£m	£m	£m
Health and Care					
Pressures	6.066	16.553	32.357	33.849	39.572
Inflation	3.339	5.966	8.573	11.064	13.641
Savings	(2.545)	1.427	5.409	7.409	7.409
Investments	-	-	-	-	-
Health and Care Total	6.860	23.946	46.339	52.322	60.622
Children and Families					
Pressures	6.551	7.901	7.220	6.544	7.406
Inflation	13.130	18.161	22.986	27.139	31.385
Savings	4.722	1.633	(0.602)	(2.102)	(4.102)
Investments	(0.818)	(0.833)	(0.833)	(0.833)	(0.833)
Children and Families Total	23.585	26.862	28.771	30.748	33.856
Economy, Infrastructure and Skills					
Pressures	6.410	4.768	5.470	4.837	5.517
Inflation	6.491	10.726	14.376	18.347	23.289
Savings	(2.055)	(2.055)	(1.490)	(1.490)	(1.490)
Investments	-	-	-	-	-
Economy, Infrastructure and Skills Total	10.846	13.439	18.356	21.694	27.316
Corporate Services					
Pressures	0.530	0.543	1.043	1.043	1.043
Inflation	2.532	4.488	6.252	7.681	9.148
Savings	0.220	0.370	0.370	0.370	0.370
Investments	-	-	-	-	-
Corporate Services Total	3.282	5.401	7.665	9.094	10.561
Grand Total	44.573	69.648	101.131	113.858	132.355

All figures presented in each year represent a cumulative change from the current 2022/23 budget.

**Major Assumptions Used in MTFS
Year-on-Year Increases**

	2023/24	2024/25	2025/26	2026/27	2027/28
Staffing costs					
Pay	4.0%	3.0%	2.5%	2.5%	2.5%
Local Government Pension Scheme increases	1.0%	1.0%	1.0%	-	-
General running costs					
Prices (including internal recharges from trading services)	4.0%	2.0%	2.0%	2.0%	2.0%
Contractual inflation	Variable	Variable	Variable	Variable	Variable
Income (standard allocation)	2.0%	2.0%	2.0%	2.0%	2.0%
Utility / Running Expenses					
Electricity	£1.9m	-£1.2m	-£0.05m	-	-
Gas	£2.3m	-£1.0m	-£0.5m	-£0.4m	-
Business Rates bills	3.0%	3.1%	3.1%	3.1%	3.1%
Water ¹	2.0%	2.0%	2.0%	2.0%	2.0%
Petrol	10.0%	2.0%	2.0%	2.0%	2.0%
Diesel	10.0%	2.0%	2.0%	2.0%	2.0%
In-Year Increases					
Interest Rates					
Interest on investments	2.44%	2.06%	1.88%	1.75%	1.75%
Interest on debt	3.74%	3.73%	3.73%	3.77%	3.80%
General Funding					
Revenue Support Grant	£11.3m	£11.3m	£11.3m	£11.3m	£11.3m
Council Tax	1.99%	1.99%	1.99%	1.99%	1.99%
Social Care Precept	1.00%	1.00%	1.00%	1.00%	1.00%

¹ Water Bill increases are set by OFWAT. These have been capped for the 5 year period at the previous Novembers RPI inflation rate plus 0.5%

Risk Based Review of General Balances

CIPFA guidance indicates that a well-managed authority with a prudent approach to budgeting should be able to operate with a relatively low level of general reserves and that Chief Financial Officers should take account of the strategic, operational and financial risks facing the authority.

A risk assessment has been undertaken to identify the key financial risks for next year which can be used as a basis for determining the minimum level of general balances for the county council. Details of this assessment are provided below. Whilst not a complete list of all the financial risks faced by the council, the assessment focuses on those most likely (High and Medium risks) to have a significant impact on the budget.

2022/23 Provision £m	Area of Expenditure	Level of Risk	Explanation of risk/justification of balances
Treatment of inflation and interest rates			
8.0	Inflation	High	Services could experience risks in contract prices over and above the general inflation allocation allocated in the MTFs. The mix of price increases could vary across sectors, which could result in a particular strain on resources in some areas.
1.0	Brexit	Medium	Uncertainty around prices following the country's exit from the European Union.
1.0	Treasury Management	Low	1% point increase in interest rate on borrowing against capital programme.
1.0	Investments	Low	0.5% point drop in interest on balances will reduce the income by £0.5m.
Estimates of the level and timing of capital funding			
3.0	Capital Receipts / Developer contributions	Medium	The council anticipates using capital receipts and developer contributions to fund the capital programme, however where these are not received an alternative funding source must be used which could increase borrowing levels.
The treatment of demand led pressures			
10.0	Adults Social Care	High	Increasing demand for services.
10.0	Looked after Children	High	Continual risk that demand pressures from a potential increase in the number and cost of out of county residential care placements will exceed budget provision.
2.0	Other areas	Medium	Risks of overspend in other budget areas.
5.0	General grant income	High	There are risks around collection rates for both Council Tax and Business Rates, as well as uncertainty around future government grant levels.
1.50	VAT	Low	Risk of exceeding 5% limit for input tax.
The treatment of efficiency savings/productivity gains			
10.0	Non achievement of efficiency savings/ 'invest to save' costs/ redundancy costs	Medium	Risk of non-achievement of savings, or delays in delivery or additional unforeseen one off costs to facilitate savings.

Financial risks in any significant new funding partnerships, major outsourcing deals or major capital developments			
4.0	Partnership risks	High	Financial risks of various potential significant partnership agreements that the council may enter into over the MTFS period.
The availability of other funds to deal with major contingencies			
2.0	Disaster recovery	Medium	Cost of consequential losses for uninsurable risk incidents such as virus attack on ICT infrastructure and ensuring business continuity.
10.0	Insurance (Difficult to quantify)	Low	Risk of: uninsured terrorism, gradual pollution liabilities, gap between Aggregate stop and Provision.

Level of Balances – Summary

Level of Risk	£m
High and Medium Risks	55.0

Proposed Net Budget 2022/23 Planning Forecasts 2023/24 to 2026/27

	Proposed Net Budget 2023/24	Planning Forecast 2024/25	Planning Forecast 2025/26	Planning Forecast 2026/27	Planning Forecast 2027/28
	£m	£m	£m	£m	£m
Health and Care					
Public Health and Prevention	27.382	27.382	27.382	27.382	27.382
Public Health Ring Fenced Grant	(27.382)	(27.382)	(27.382)	(27.382)	(27.382)
Adult Social Care and Safeguarding	42.976	44.896	46.802	48.611	50.487
Care Commissioning	208.222	223.388	243.875	248.049	254.473
Better Care Fund	(32.708)	(32.708)	(32.708)	(32.708)	(32.708)
<i>Sub Total</i>	<i>218.490</i>	<i>235.576</i>	<i>257.969</i>	<i>263.952</i>	<i>272.252</i>
Children and Families					
Children's Services	131.969	132.427	133.265	134.429	135.244
Children's Public Health	9.802	9.802	9.802	9.802	9.802
Public Health Ring Fenced Grant	(9.802)	(9.802)	(9.802)	(9.802)	(9.802)
Education Services	33.257	35.746	36.509	37.057	39.079
Wellbeing and Partnerships	8.263	8.593	8.901	9.166	9.437
<i>Sub Total</i>	<i>173.489</i>	<i>176.766</i>	<i>178.675</i>	<i>180.652</i>	<i>183.760</i>
Economy, Infrastructure and Skills					
Economic Development & Strategic Planning	3.050	2.812	2.833	2.855	2.913
Infrastructure & Highways	40.239	39.637	39.643	40.230	41.726
Transport, Connectivity & Waste	45.401	48.352	52.787	55.183	58.876
Skills	7.349	7.398	7.442	7.477	7.513
Culture, Rural & Communities	13.243	13.630	13.997	14.269	14.582
EI&S Business Support	1.200	1.246	1.290	1.316	1.342
<i>Sub Total</i>	<i>110.482</i>	<i>113.075</i>	<i>117.992</i>	<i>121.330</i>	<i>126.952</i>
Corporate Services					
Assets	12.241	12.892	13.364	13.772	14.192
Business Support and Compliance	10.914	11.358	11.752	12.054	12.363
Comms & Marketing	0.838	0.880	0.918	0.948	0.979
County Treasurers	11.767	12.190	12.533	12.807	13.088
People	3.335	3.594	3.827	4.021	4.220
Law	6.099	6.225	6.355	6.458	6.564
Corporate Services	0.532	0.571	0.603	0.621	0.640
Strategy	3.402	3.537	4.159	4.259	4.361
<i>Sub Total</i>	<i>49.128</i>	<i>51.247</i>	<i>53.511</i>	<i>54.940</i>	<i>56.407</i>
Service Total	551.589	576.664	608.147	620.874	639.371
Capital Financing					
Capital Financing	20.593	22.436	23.241	23.494	22.994
Use of Capital Receipts	-	-	-	-	-
Centrally Controlled	23.710	21.972	22.051	23.422	26.715
Investment Programme Capacity Fund	1.621	2.093	2.093	2.093	2.093
Traded Services / Business Partner	(0.753)	(0.751)	(0.749)	(0.747)	(0.745)
Contingency	10.000	9.000	9.000	8.000	8.000
Net Revenue Budget	606.760	631.414	663.783	677.136	698.428
Use of Reserves		-	-	-	-
Use of Capital Reserves		-	-	-	-
Use of Local Taxation Reserve	(2.466)	-	-	-	-
Contribution to Reserves	(20.638)	3.366	3.887	4.418	4.418
Use of Reserves					
Budget Requirement	583.656	634.780	667.670	681.554	702.846
Revenue Support Grant	(11.256)	(11.256)	(11.256)	(11.256)	(11.256)
Business Rates	(19.653)	(19.778)	(19.890)	(20.356)	(20.592)
2015/16 Business Rates 2% Cap Grant	(7.721)	(7.721)	(7.818)	(7.808)	(7.808)
New Homes Bonus	-	-	-	-	-
Covid 19 Funding	-	-	-	-	-
Council Tax Collection Fund Surplus / Deficit	1.584	-	-	-	-
Income Guarantee Scheme	-	-	-	-	-
Core Services Grant	-	-	-	-	-
Social Care Support Grant	(34.634)	(34.634)	(34.634)	(34.634)	(34.634)
Market Sustainability and Fair Cost of Care	(5.509)	(5.509)	(5.509)	(5.509)	(5.509)
Council Tax	(422.889)	(440.246)	(458.461)	(476.977)	(496.152)
Financing Total	(583.656)	(604.265)	(624.262)	(644.772)	(665.750)
<i>(Headroom) / Shortfall</i>	<i>-</i>	<i>30.515</i>	<i>43.408</i>	<i>36.782</i>	<i>37.096</i>

Cabinet Meeting on Wednesday 14 December 2022

Adult Learning Disability Provider Services



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

“Staffordshire County Council is committed to helping those who need support and as circumstances change, we are flexible enough to move with them and carry on investing in the right care and improved facilities.

“We have listened to those who use the service and their families, and this investment will meet the needs of users in updated, modern surroundings in communities across the county.”

Report Summary:

Over the last few years, the Council has been modernising and improving our in-house adult learning disability services. This includes new leadership and staff arrangements, rationalisation and redevelopment of estates, and introduction of digital systems.

This report includes an update on progress, including revised recommendations for the residential replacement care service at Douglas Road in Newcastle under Lyme, the Greenfields House residential care service in Leek, and the Hawthorn House residential care service in Lichfield.

Longer term the Council should assess the need for building based care facilities for adults and children countywide and consider opportunities to use the Council’s land and property portfolio for developments to meet these needs.

Recommendations

I recommend that Cabinet:

- a. Retains the Douglas Road residential replacement care service at its current location in Newcastle under Lyme, and delegates authority to the

Director for Health and Care for approval and procurement of refurbishment and redevelopment works, subject to a business case.

- b. Endorse the continued provision of the residential care service at Greenfields House in Leek with refurbishment of the premises.
- c. Assesses the need for building based care facilities for adults and children countywide and considers opportunities to use the Council's land and property portfolio for developments to meet these needs.
- d. Note the progress and revised plan to refurbish Hawthorn House for residential care in Lichfield.
- e. Note the progress regarding the ongoing development of Specialist Day Opportunities services and their buildings.

Cabinet – Wednesday 14 December 2022

Adult Learning Disability Provider Services

Recommendations of the Cabinet Member for Health and Care

I recommend that Cabinet:

- a. Retains the Douglas Road residential replacement care service at its current location in Newcastle under Lyme, and delegates authority to the Director for Health and Care for approval and procurement of refurbishment and redevelopment works, subject to a business case.
- b. Endorse the continued provision of the residential care service at Greenfields House in Leek with refurbishment of the premises.
- c. Assesses the need for building based care facilities for adults and children countywide and considers opportunities to use the Council's land and property portfolio for developments to meet these needs.
- d. Note the progress and revised plan to refurbish Hawthorn House for residential care in Lichfield.
- e. Note the progress regarding the ongoing development of Specialist Day Opportunities services and their buildings.

Local Member Interest: N/A

Report of the Director for Health and Care

Reasons for Recommendations:

1. Over the last few years, the Council has been modernising and improving our in-house adult learning disability services. This includes new leadership and staff arrangements, rationalisation and redevelopment of estates, and introduction of digital systems. This report includes an update on progress.

Residential Replacement Care in Newcastle-under-Lyme

2. Cabinet previously approved in principle the relocation of this service from Douglas Road to Wilmott Drive alongside the Specialist Day Opportunities Service. This has not been possible because the Care Quality Commission (CQC) have indicated that:

- a. They would not register a learning disabilities residential replacement care service operating out of the same premises as a day opportunities service; and
 - b. Even if the day opportunities service were moved, they would be unlikely to register a residential replacement care service with more than six beds. This would be a reduction in capacity from the current 13 registered beds and would mean that the Council would be unable to meet people's needs.
3. Relocation to Wilmot Drive is therefore not possible. An alternative option has been developed to refurbish and redevelop the existing Douglas Road site. This would improve the quality of the environment, strengthen infection prevention and control, and increase the number of ground floor bedrooms allowing more guests with complex needs to be accommodated.
4. The capital investment required is in the order of £2m and has already been approved in principle by Cabinet from the Contain Outbreak Management Fund on 19 October 2022. The recommendation is to delegate authority to the Director for Health and Care for approval and procurement of refurbishment and redevelopment works, subject to a business case which demonstrates that they would allow savings commensurate with the level of investment.

Residential Care at Greenfield House

5. Cabinet previously approved commissioning of a Supported Living service from the independent market to replace the residential care service currently provided by the Council at Greenfields House in Leek. The service was tendered in December 2020, but this was unsuccessful due to a low number of respondents and no bids meeting the minimum quality criteria.
6. The service has been retained as residential care, which is appropriate for residents given their increasing age and complexity of needs. However, Greenfields house does not meet CQC best practice guidance: the location is adjacent to two educational facilities, rather than in a residential area; and the residents have to share bathrooms and communal areas.
7. Alternative buildings have been explored but options are limited due to high land prices in the area and rising construction costs. Buxton Road has been considered however the CQC have indicated they would not register a learning disabilities residential care service operating on the same site as a day opportunities service.

8. The proposal is to continue providing the service at Greenfields House for the medium term and for a limited refurbishment to improve the quality of the environment and especially to strengthen infection prevention and control. The capital investment required is in the order of £200k and has already been approved in principle by Cabinet from the Contain Outbreak Management Fund on 19 October 2022.
9. This would allow the Council to assess the need for building based care facilities for adults and children countywide and consider opportunities to use the Council's land and property portfolio for developments to meet these needs.

Residential Care at Hawthorn House

10. Cabinet previously approved the extension and refurbishment of Hawthorn House to accommodate up to 15 residents. At that time the decision was to redevelop the lower building and dispose of the upper building.
11. A more detailed assessment of the site has now been undertaken, and the business case has been reviewed to ensure that the development remains cost effective given rising construction costs.
12. This has concluded that it would be less disruptive to residents and more cost effective to redevelop the upper building and dispose of the lower building. The net present value remains positive at £9.275m over 30 years compared to the previous estimate of £9.339m. This assumes higher construction costs of £6.3m and increased capital receipts of £1.3m. Revenue savings are estimated to be £0.9m over the 5-year MTFS period. Once the £0.7m cost of change has been met, annual revenue savings are expected to rise to just under £0.6m pa. The investment in the building is expected to be paid back within 15 years of it being operational. The capital cost can be met from the Health and Care capital reserve. The aim is to complete works by October 2025 with residents accommodated in the lower house during redevelopment.

Supported Living at Horninglow Bungalows

13. Cabinet previously approved commissioning of Supported Living from the independent market to take over the in-house service at Horninglow Bungalows. The service was tendered in December 2020, but this was unsuccessful due to a low number of respondents and no bids meeting the minimum quality criteria. The intention is now to include the Horninglow Bungalows service in the countywide procurement of Supported Living as approved by Cabinet on 19 October 2022.

Specialist Day Opportunities

14. Cabinet previously delegated authority to implement changes to staffing and accommodation for Specialist Day Opportunities to the Cabinet Member for Health, Care and Wellbeing, in consultation with the Director for Health and Care.
15. Changes completed and pending include:
 - a. The services previously at Tamworth and Boney Hay buildings have now been relocated to the new Rivers building in Lichfield, which offers a much-improved environment for care of people with complex needs.
 - b. A need for refurbishment of building on Buxton Road, Leek has been identified to improve the quality of the environment for the service and especially to strengthen infection prevention and control. The capital investment required is in the order of £150k and has already been approved in principle by Cabinet from the Contain Outbreak Management Fund on 19 October 2022.
 - c. The Cabinet Member is currently consulting on a proposal to relocate the Newcastle- under-Lyme service to a refurbished building in the local area.
 - d. Other services continue to explore opportunities to optimise quality and value for money, considering local need and the use and availability of buildings.

Legal Implications

16. All adult learning disability services will continue to meet the assessed eligible needs of clients under the Care Act 2014.
17. Planning approval will be secured for redevelopment of Hawthorn House through the Town and Country Planning process.

Resource and Value for Money Implications

18. The capital investment required for the recommendations has already been approved in principle by Cabinet from the Contain Outbreak Management Fund on 19 October 2022 or identified in Health and Care reserves.
19. There are no revenue implications from the recommendations. Adult learning disability services will continue to explore opportunities to improve value for money.

Climate change implications

20. The Council has a mission to Make Staffordshire Sustainable and has made a commitment to achieve net zero carbon emissions by 2050. Adult Learning Disability Provider Services properties are within the Council's current carbon footprint and will also contribute to our future carbon footprint.
21. Refurbishment and redevelopment of the properties will use environmentally sustainable techniques and materials as far as possible and will aim to reduce carbon emissions from the buildings.

List of Background Documents/Appendices:

- Appendix 1 – Hawthorn House proposed phasing plan issued by Entrust
Appendix 2 - Community Impact Assessment for Douglas Road
Appendix 3 – Community Impact Assessment for Greenfield House
Appendix 4 – Community Impact Assessment for Hawthorn House

Contact Details

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Report Author: Kelly Gray

Job Title: Care Services Lead

Telephone No.: 07815 999 002

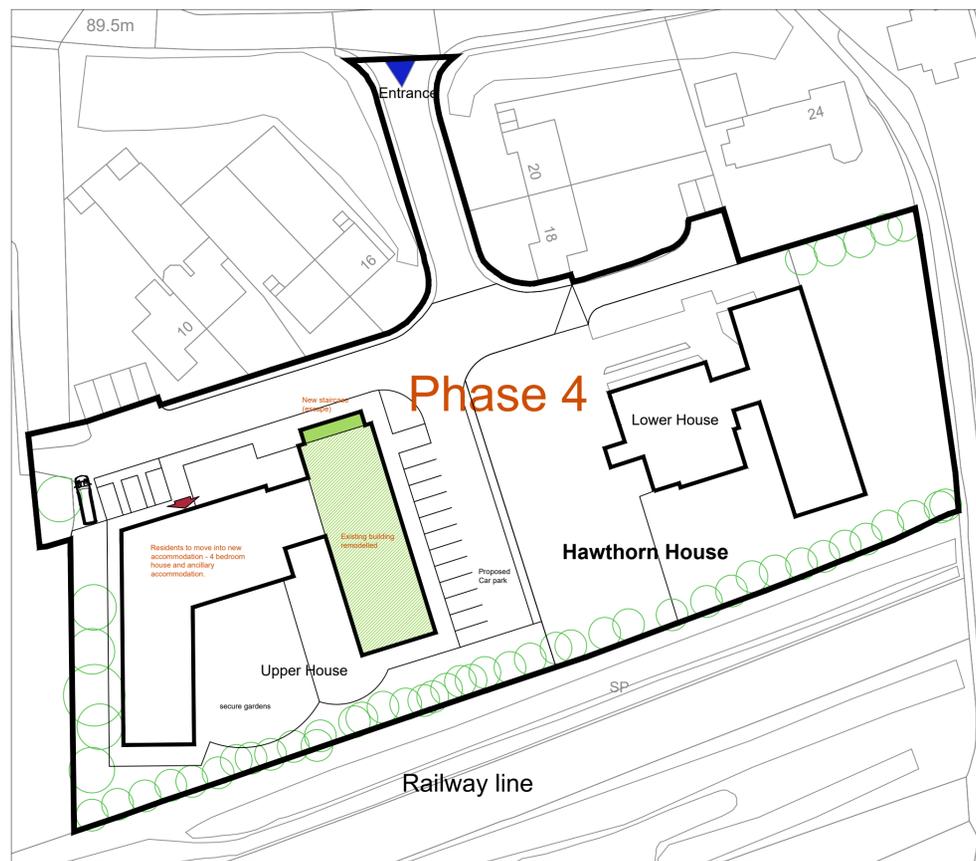
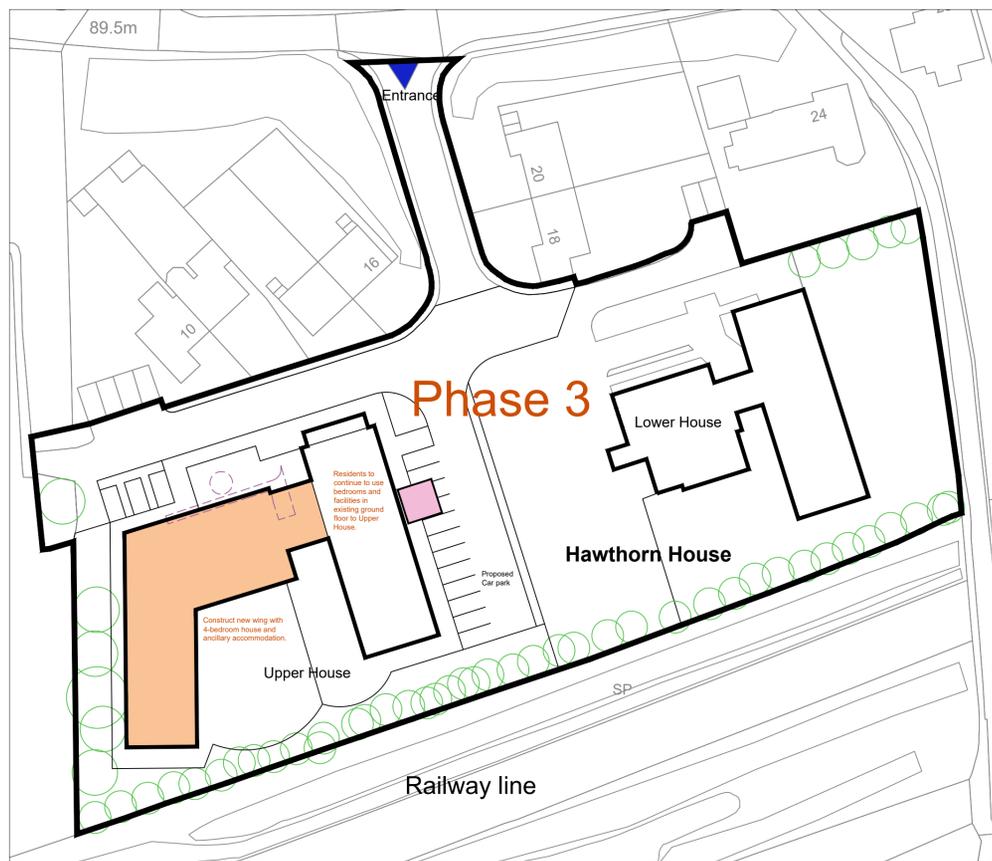
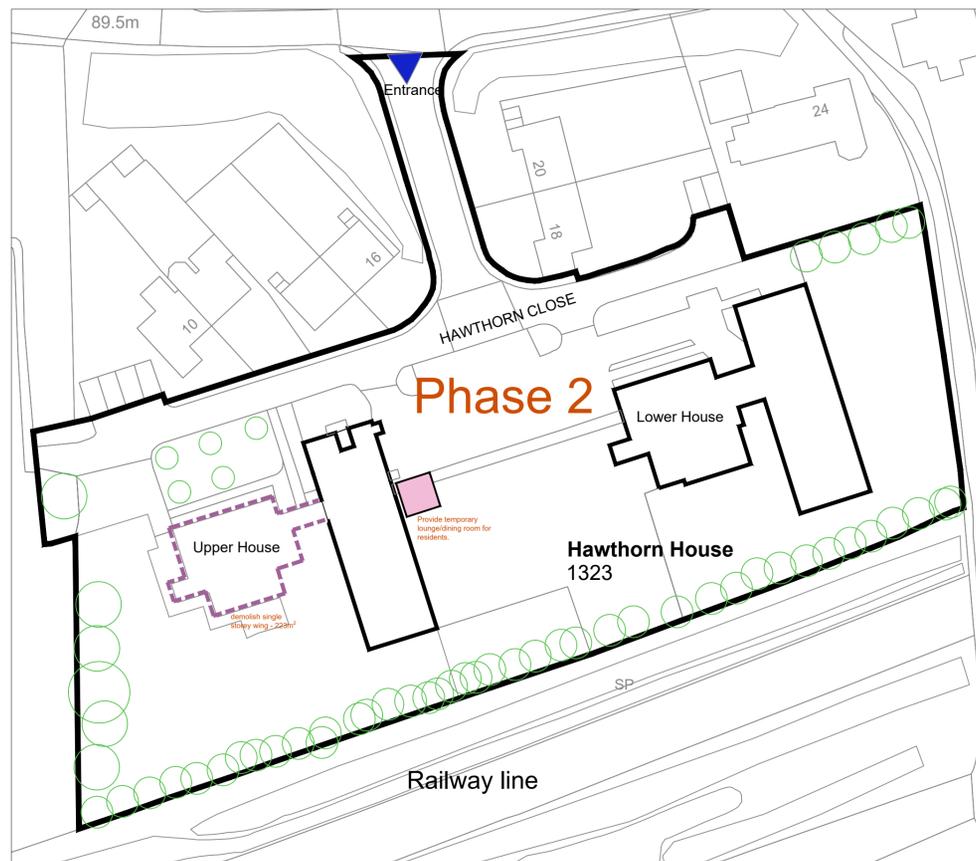
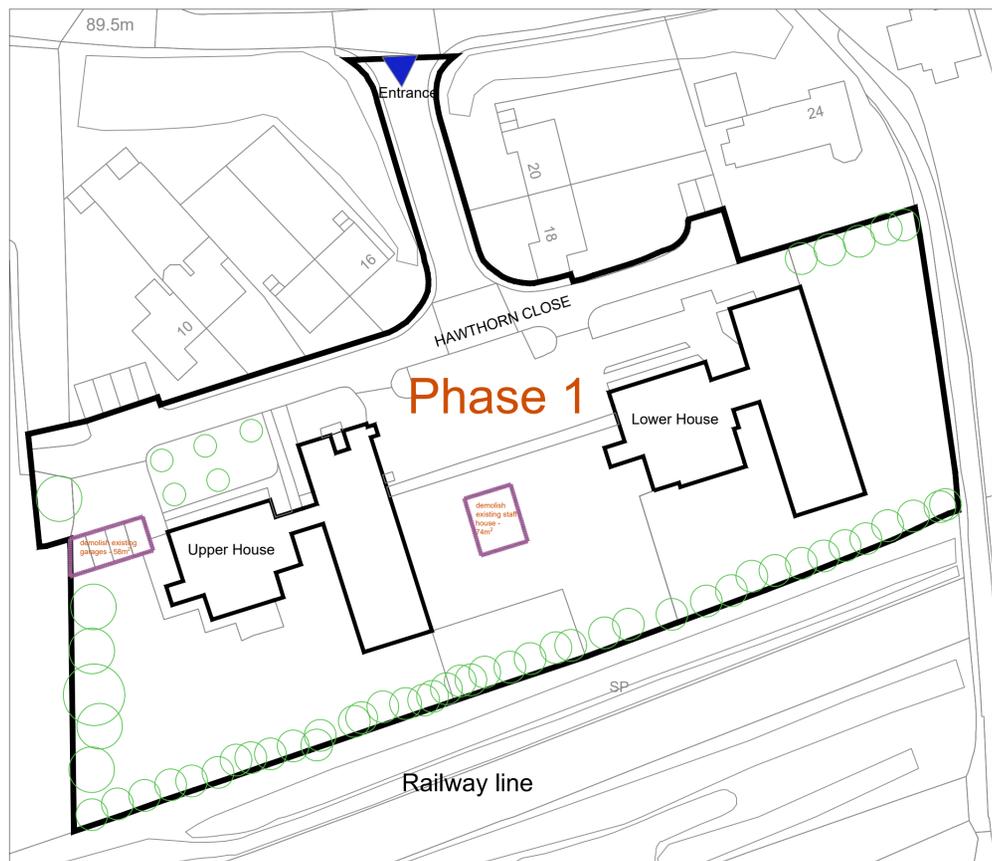
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		Postal Address :	
		Entrust, Riverway Centre, Riverway, Stafford ST16 3TH	
CLIENT / PROJECT Redevelopment of existing residential care home, Hawthorn House, Burton Old Road, Lichfield		DRAWING Alternative Option Upper House Proposed phasing	
DRAWING CHECKED BY : SP		PROJECT REF / SET 5853	
SCALE 1:500		DRAWING NO. A1	
DATE Oct 22		REVISION A011	

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Community Impact Assessment

Douglas Road

Project Sponsor: Richard Harling- Director of Health & Care

Project Authors: Kelly Gray- Care Services Lead

Contributor: Kathryn Little – Quality, Performance & Engagement Manager

Date: Tuesday, 06 December 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.

In this section you should consider whether your proposal will impact upon any of the following protected characteristics. Your assessment should also consider where different protected characteristics (e.g. age and gender, or gender and ethnicity) could interact with each other, and any impact this may have for potential inequalities. This will help ensure changes/new practices highlight all opportunities to be inclusive by design (i.e. considering benefits and/or risks and any necessary mitigation).

Protected Characteristics	Benefits	Risks	Mitigations / Recommendations
Page 66 Age - older and younger people	Will provide more ground floor bedroom capacity and in the longer term increase the capacity of the service for ground floor rooms	Ageing and older parents and carers who rely on the service for respite from their caring roles. Potential temporary reduction in bed capacity when refurbishment works are being completed.	The Council will ensure adherence to the Care Act regarding meeting assessed eligible care and support needs. Will utilise a staggered construction project timeline to minimise as much as reasonably possible any reduction in bedroom availability. Regular and meaningful engagement and communications with families and carers about the progress of the project, including any refurbishment works undertaken

Protected Characteristics	Benefits	Risks	Mitigations / Recommendations
			Reduce impact of construction on occupancy by contractors working Monday – Friday only.
<p>Page 67</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>Keeps the service in the same area people are accustomed to.</p> <p>Respects the wishes of families.</p> <p>Individuals will continue to receive high quality support in order to meet their assessed eligible care and support needs, which are both sustainable and demonstrate value for money.</p>	<p>The building does not meet guidance recommended by the Care Quality Commission (CQC).</p> <p>Potential for disruption to guests when undertaking remedial or refurbishment works – could result in higher stress levels and could trigger seizures and behaviours that challenge.</p> <p>Potential temporary reduction in bed capacity when refurbishment works are being completed.</p>	<p>The Council will ensure adherence to the Care Act regarding meeting assessed eligible care and support needs.</p> <p>Will explore remedial and refurbishment works to meet the standards in CQC guidance yet minimises disruption to service usage as much as possible.</p> <p>Review care plans and risk assessments for guests affected by any remedial works to the building and align respite bookings to minimise the impact for those individuals.</p> <p>Will utilise a staggered construction project timeline to minimise as much as reasonably possible any reduction in bedroom availability.</p>
<p>Gender reassignment - those people in the process of transitioning from one sex to another</p>	<p>n/a</p>	<p>n/a</p>	<p>n/a</p>

Protected Characteristics	Benefits	Risks	Mitigations / Recommendations
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	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

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

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

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

Age Range	2020	2025	2030	2035	2040
18 - 24	407	400	439	449	431

25 - 34	567	563	532	544	584
35 – 44	629	687	727	724	692
44 – 54	659	589	587	641	678
55 – 64	595	642	614	550	551
TOTAL	2,856	2,881	2,899	2,909	2,936

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

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

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

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

Number of young people ‘preparing for adulthood’

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

➤ **Workforce Assessment**

Key considerations:

- Consider the impact of your proposal on staff with different **protected characteristics** – the staffing profile data can be a useful source of evidence and can be presented below in graph form to supplement your narrative.
- You should consider the impact of job losses (pre and post change), changes to terms and conditions, available support for staff and what the HR protocols are.
- For support to complete this section, please contact your People Operations Adviser.

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
Current and future staff of Douglas Road	<p>The Council will continue to employ a skilled and trained workforce.</p> <p>Staff will remain employees of Staffordshire County Council.</p> <p>The service will continue to provide care jobs in Newcastle-under-Lyme.</p>	n/a	<p>Regular and meaningful engagement and communications about the progress of the service, including any refurbishment works undertaken.</p> <p>Involving staff in the design of refurbishments by seeking their ideas about how to improve the physical environment and service user experience.</p>

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
<p>Page 71</p>	<p>No changes in work location for existing staff.</p> <p>Location is accessible by public transport for staff that don't drive.</p> <p>Having appropriate facilities and amenities will make components of their role easier and more enjoyable.</p>		<p>Additional support available through team meetings, support and supervision, Thinkwell, and Occupational Health.</p>

There are currently 51 Staffordshire County Council employees working at Douglas Road, comprising of the following FTE's:

Service management x 6.9

Support Staff x 15.86

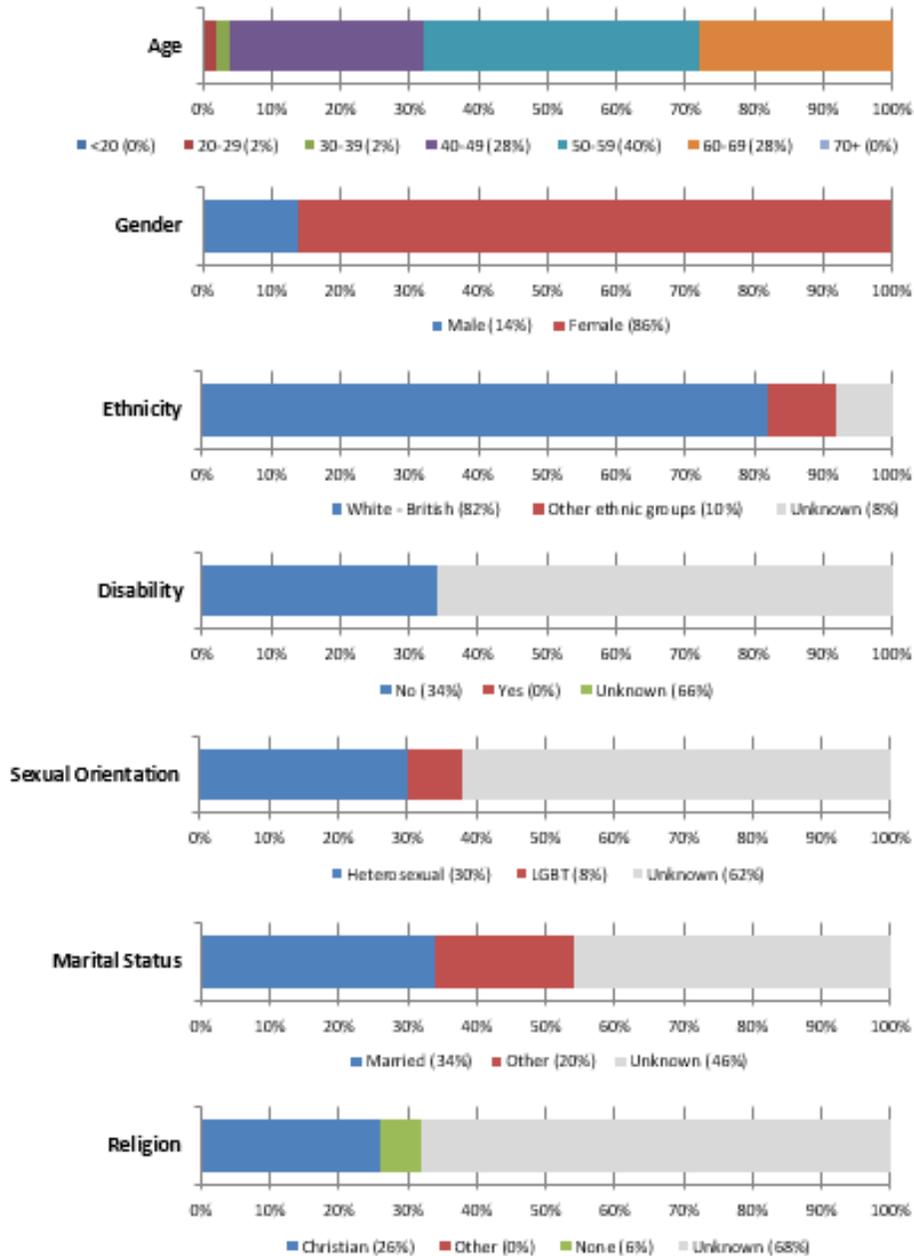
Cook x 1.06

Domestic and Maintenance x 1.92

Service Administration x 1

See below for the workforce profile of Douglas Road:

Community Impact Assessment – 114 Douglas Road as at 21/10/2022



➤ 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:

- Determine how the proposal will impact on resident’s health and wellbeing (mental and physical), and whether the proposal will impact on the demands for, or access to health and care services for those eligible for care and support under the Care Act 2014.
 - Also consider whether your proposal promotes healthy lifestyles, personal responsibility and independence (including independent living) with support from family, friends and/or the community.
- Please contact the [Public Health Team](#) for further advice and guidance if the proposal potentially has a more significant impact on public health, or if you require further input into how to make that judgement.

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Key considerations	Benefits	Risks	Mitigations / Recommendations
<p>➤ Mental health & Wellbeing</p> <p>Will the proposal impact on the mental health and wellbeing of residents or services that support those with Mental Health issues?</p> <p>Who will be affected? People with a primary need: learning disability and/or autism, and associated needs (including Mental Ill Health)</p> <p>Families of people who use Douglas Road respite service.</p>	<p>Service users will receive appropriate support to meet their eligible care and support needs.</p> <p>The continued delivery of replacement care has a positive impact on carers who require a break to maintain their emotional health and wellbeing whilst</p>	<p>Potential temporary reduction in bed capacity when refurbishment works are being completed.</p> <p>Changing environment may be difficult for adults with an LD and Autism to cope with.</p>	<p>Regular and meaningful engagement and communications with families and carers about the progress of the project, including the outcomes and impact.</p> <p>Will utilise a staggered construction project timeline to minimise as much as reasonably possible any reduction in bedroom availability.</p>

Key considerations	Benefits	Risks	Mitigations / Recommendations
	sustaining their caring role		Reduce impact of construction on occupancy by contractors working Monday – Friday only.
<p>➤ Healthy Lifestyles</p> <p>Will the proposal promote independence and personal responsibility, helping people to make positive choices around physical activity, healthy food and nutrition, smoking, problematic alcohol and substance use, and sexual health?</p> <p>Who will be affected? Current and future users of Douglas Road respite service</p>	<p>The service and staff will continue to promote and enable people to live a healthy lifestyle, through the provision of appropriate care and support, as per their assessed care and support needs.</p> <p>The service is staying in town of Newcastle-under-Lyme which has facilities, amenities and activities on offer which can be easily accessed.</p>	n/a	n/a
<p>➤ Accidents and Falls Prevention</p> <p>Does the proposal reduce or increase the risk of: falls in older people, childhood accidents, road accidents, or workplace accidents?</p> <p>Who will be affected? Current and future users of Douglas Road respite service</p>	Accommodation will be accessible and adapted to meet the needs of the people using the service – positively impacting people who use services and staff who support them	n/a	Services carry out routine Health & safety Inspections / Audits, for the purpose of regulatory requirements.

Key considerations	Benefits	Risks	Mitigations / Recommendations
<p>➤ Access to Social Care</p> <p>Will the proposal enable people to access appropriate interventions at the right time?</p> <p>Who will be affected? Adults with a Learning Disability &/or Autism who access services, and their carers</p>	<p>The Council will continue to meet assessed eligible care and support needs.</p> <p>Ways of working align with The Care Act (inclusive of Choice Policy) and Disability Strategy</p>	<p>n/a</p>	<p>Regular and meaningful engagement and communications with families and carers about the progress of the project, including the outcomes and impact.</p>
<p>➤ Independent Living</p> <p>Will the proposal impact on people's ability to live independently in their own home, with care and support from family, friends, and the community?</p> <p>Who will be affected? Current and future users of Douglas Road respite service</p>	<p>The Council will continue to provide residential replacement care, enabling people to remain living at home and in their chosen local community.</p> <p>People would receive support to meet their assessed eligible social care needs, this may include supporting the development of independent/ daily living skills whilst accessing replacement care.</p> <p>Replacement care provides carers with a</p>	<p>n/a</p>	<p>n/a</p>

Key considerations	Benefits	Risks	Mitigations / Recommendations
	break from their caring role, supporting to avoid carer breakdown and thus avoiding admission to residential services		
<p>➤ Safeguarding</p> <p>Will the proposal ensure effective safeguarding for the most vulnerable in our communities?</p> <p>Who will be affected?</p> <p>Current and future users of Douglas Road respite service</p>	The service is currently rated 'good' by the CQC, with no safeguarding concerns.	n/a	SCC staff will continue to follow policy and practice regarding safeguarding vulnerable service users.

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

The service currently supports 77 families as a county-wide service, however the majority of these people live in the north of the county.

➤ Communities Assessment

Use this section to identify the impact of the proposal on communities.

Key considerations:

- Determine whether your proposal will provide opportunities to strengthen community capacity to create safer and stronger communities and provide opportunities for volunteering.

- Consider the different localities and communities your proposal may impact, identifying any communities that could be more adversely impacted than others, for example, rural communities.
- Engage with [Strategic Delivery Managers](#) (SDMs) – they have a great deal of knowledge about their relevant localities and will be key to providing insight and expertise.

Key consideration	Benefits	Risks	Mitigations / Recommendations
<p>➤ Leisure and Culture</p> <p>Will the proposal encourage people to participate in social and leisure activities that they enjoy?</p> <p>Who will be affected</p>	The service is in a good location for access to local amenities for residents	n/a	n/a
<p>➤ Community Development capacity</p> <p>Will the proposal affect opportunities to work with communities and strengthen or reduce community capacity?</p>	n/a	n/a	n/a
<p>➤ Crime/ Community Safety</p> <p>Will the proposal support a joint approach to responding to crime and addressing the causes of crime?</p>	n/a	n/a	n/a
<p>➤ Educational Attainment and Training</p>	n/a	n/a	n/a

Key consideration	Benefits	Risks	Mitigations / Recommendations
Will the proposal support school improvement and help to provide access to a good education? Will the proposal support the improved supply of skills to employers and the employability of residents?			
➤ Volunteering Will the proposal impact on opportunities for volunteering?	n/a	n/a	n/a
➤ Best Start Will the proposal impact on parental support (pre or postnatally), which helps to ensure that children are school-ready and have high aspirations, utilising a positive parenting approach?	n/a	n/a	n/a
➤ Rural communities Will the proposal specifically impact on rural communities?	n/a	n/a	n/a

➤ 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 considerations:

- Determine whether the proposal will impact economic growth and whether it will promote Staffordshire as a ‘go to’ location for new businesses to invest and start up and existing businesses to grow.

- Consider whether the proposal will impact upon resident's income and access to good quality jobs.
- Also consider how the proposal will allow residents to improve, diversify and adapt their skills and qualifications.

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Key consideration	Benefits	Risks	Mitigations / Recommendations
<p>➤ Economic Growth</p> <p>Will the proposal promote the county as a "go to" location for business, and make it easy for businesses to start up, innovate and expand?</p>	<p>The Council has clearly specified its market position in respect to residential care services – thus supporting provider intelligence and planning of services in the future.</p>	n/a	n/a
<p>➤ Poverty & Income</p> <p>Will the proposal have an impact on income? Will it reduce the gap between high and low earners?</p>	n/a	n/a	n/a
<p>➤ Access to jobs/ Good quality jobs</p> <p>Will the proposal create the right conditions for increased employment in more and better jobs?</p> <p>Who will be affected?</p> <p>Current and future staff of Douglas Road</p>	<p>The Council will continue to employ a skilled and trained workforce.</p> <p>The service will continue to provide care jobs in Newcastle.</p>	n/a	n/a

➤ 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:

- Our mission is to ‘Make Staffordshire Sustainable’, and we have made a commitment to achieve net zero emissions by 2050 across every aspect of our service provision and estate. Our [Climate Change StaffSpace page](#) sets out our plans to achieve this which will help you to consider the impact of your proposal on Climate Change and how it helps us to achieve our vision of “net zero”.
- If the project has some negative aspects with this strategic goal in mind, then you should demonstrate how this is to be mitigated.

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It would also be useful if there could be a carbon impact (tonnes of CO2e), attributed to the completion of the entire project.

Any carbon saving that can be attributed to the proposal, should also be explained and quantified.

- It is essential that you complete the [Climate Change Learning Hub module](#) before completing this assessment.
- If there are no climate change implications arising as a result of the project, you can provide background to show this has been considered.
- Please contact the Sustainability and Climate Change Team at sustainability@staffordshire.gov.uk for further advice and guidance.

Key considerations	Benefits	Risks	Mitigations / Recommendations
<p>➤ Climate Change</p> <p>Does this proposal have any Climate Change implications?</p>	<p>Potential reduction in energy usage through</p> <ul style="list-style-type: none"> • minimising the use of all resources • reducing the demand for 	<p>Low carbon developments may be too expensive or impact on</p>	<p>Designs and ideas for how we reduce our carbon footprint are being investigated striving towards low carbon developments. All relevant building regulations will be adhered to. We have architect</p>

Key considerations	Benefits	Risks	Mitigations / Recommendations
<p>The Council has a mission to Make Staffordshire Sustainable, and has made a commitment, as an organisation to achieve net zero carbon emissions by 2050.</p>	<ul style="list-style-type: none"> • energy and water use during the Works Period • minimising waste and CO2 emissions during the Works period • allowing opportunities for recycling during the Works Period • high levels of insulation • good use of daylight and natural ventilation • high thermal mass in the walls and ceilings to avoid temperature fluctuations • good temperature management – control and lighting – control systems/BMS systems 	<p>practicalities for the service</p> <p>The Climate Change Act was passed in 2008 and established a framework to develop an economically credible emissions reduction path. The act commits the UK to reducing emissions by at least 80% in 2050 from 1990 levels. Failure to comply with the legislation carries significant financial penalties.</p>	<p>input and have a design workshops ongoing. Once we know which systems we can upgrade, we will look to see whether we can include those works within the current cost or whether we will need to explore funding routes via Climate change funds, administered through the Sustainability team.</p> <p>The project will (as far as reasonably practicable) embody an environmentally sustainable solution both technically and socially through innovative considerate, property solutions by:</p> <ul style="list-style-type: none"> • Investigating materials for use on the project which will be assessed for environmental impact • The careful use of masonry and considered use of sustainably sourced timber (FSC sourced) • Application of TermoDeck systems or similar where appropriate (more applicable to new build structures)

Key considerations	Benefits	Risks	Mitigations / Recommendations
			<ul style="list-style-type: none"> • The consideration of recycled aggregates • Daylight and thermal massing characteristics modelled • Natural ventilation over forced mechanical ventilation • Cooling and solar gain introduced purposefully • Solar shading to south and west elevations investigated • Carbon emissions minimised using intelligent boilers, calorifiers and plant, where package boilers promoted • Low energy low heat IT solutions will be promoted • Movement sensitive, automated light fittings investigated (PIR Lighting) and utilised in noncritical areas • Light switches that encourage turning off in periods of clement weather should be included • Sensor/self-closing fittings • Local controls for heating and lighting introduced • Rainwater harvesting and grey-water management

Key considerations	Benefits	Risks	Mitigations / Recommendations
			<ul style="list-style-type: none"> • Green travel promoted where possible • Compliance with Part L2 of the Building Regs will be a minimum standard for all new elements.

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Environment Assessment

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

Key considerations:

- You should consider whether your proposal will affect: the built environment; the rural environment including agriculture; air, water and land quality; waste and recycling; and ability to travel/access to transport, particularly sustainable methods.

Key considerations	Benefits	Risks	Mitigations / Recommendations
<p>➤ Built Environment/ Land Use</p> <p>Will the proposal impact on the built environment and land use?</p> <p>Current Douglas Road site and buildings</p>	<p>The Council will seek to maximise the use of its assets – including land and accommodation.</p> <p>Building improvement works will positively impact on the</p>	n/a	n/a

Key considerations	Benefits	Risks	Mitigations / Recommendations
	associated running costs.		
<p>➤ Rural Environment</p> <p>Will the proposal impact on the rural natural environment or on access to open spaces?</p>	n/a	n/a	n/a
<p>➤ Air, Water and Land Quality</p> <p>Will the proposal affect air quality (e.g., vehicle, industrial or domestic emissions), drinking water quality or land quality (e.g., contamination)?</p>	n/a	n/a	n/a
<p>➤ Waste and Recycling</p> <p>Will the proposal affect waste (e.g., disposal) and recycling?</p>	n/a	n/a	n/a
<p>➤ Agriculture and Food Production</p> <p>Will the proposal affect the production of healthy, affordable, and culturally acceptable food?</p>	n/a	n/a	n/a
<p>➤ Transport</p> <p>Will the proposal affect the ability of people/ communities/ business to travel? Will the</p>	No changes in work location for existing staff.	The service struggles to get access to	Service to explore options to utilise specialist transport from the

Key considerations	Benefits	Risks	Mitigations / Recommendations
<p>proposal impact on walking/ cycling opportunities?</p> <p>Who will be affected?</p> <p>Current and future staff of Douglas Road.</p> <p>Current and future users of Douglas Road.</p>	<p>Location is accessible by public transport for staff that don't drive.</p> <p>The service is in a good location for access to local amenities.</p>	<p>accessible transport e.g., taxis</p>	<p>in-house day services in the evenings and weekends.</p>
<p>➤ Noise</p> <p>Will the proposal cause disruptive noise?</p> <p>Who will be affected?</p> <p>Neighbouring residents to the side and rear of the site.</p> <p>Service users of Douglas Road.</p>	<p>n/a</p>	<p>There may be noise generated from the construction</p>	<p>Communication with neighbours about the construction period.</p> <p>Reduce impact of construction-related noise by contractors working business hours only.</p>

Community Impact Assessment

Greenfields House

Project Sponsor: Richard Harling- Director of Health & Care

Project Authors: Kelly Gray- Care Services Lead

Contributor: Kathryn Little – Quality, Performance & Engagement Manager

Date Tuesday, 06 December 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.

In this section you should consider whether your proposal will impact upon any of the following protected characteristics. Your assessment should also consider where different protected characteristics (e.g. age and gender, or gender and ethnicity) could interact with each other, and any impact this may have for potential inequalities. This will help ensure changes/new practices highlight all opportunities to be inclusive by design (i.e. considering benefits and/or risks and any necessary mitigation).

Protected Characteristics	Benefits	Risks	Mitigations / Recommendations
Page 88 Age - older and younger people	Keeps ageing residents in place, significantly reducing impacts on health related to moving. Most residents have a life-long connection with the building, using it as children.	The building in current form does not provide the necessary facilities to accommodate end-of-life care.	Will explore remedial and refurbishment works to ensure residents can age in place and receive dignified end-of-life care where appropriate.
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.	Keeps residents living in the same area and home they have lived in for most of their adult life. Respects the wishes of resident families.	The building does not meet guidance recommended by the Care Quality Commission (CQC). Potential for disruption to residents to undertaken remedial	The Council will ensure adherence to the Care Act regarding assessed eligible care and support needs. Will explore remedial and refurbishment works to meet the standards in CQC guidance yet minimises disruption to residents as much as possible.

Protected Characteristics	Benefits	Risks	Mitigations / Recommendations
	Current accommodation offers ground floor bedrooms.	or refurbishment works – could result in higher stress levels and could trigger seizures and behaviours	Review care plans and risk assessments for residents affected by any remedial works to the building
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	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

➤ **Workforce Assessment**

Key considerations:

- Consider the impact of your proposal on staff with different **protected characteristics** – the staffing profile data can be a useful source of evidence and can be presented below in graph form to supplement your narrative.
- You should consider the impact of job losses (pre and post change), changes to terms and conditions, available support for staff and what the HR protocols are.
- For support to complete this section, please contact your People Operations Adviser.

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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
Current and future staff of Greenfield House	<p>The Council will continue to employ a skilled and trained workforce.</p> <p>The service will continue to provide care jobs in Leek.</p> <p>No changes in work location for existing staff.</p>	n/a	<p>Regular and meaningful engagement and communications about the progress of the service, any refurbishment works undertaken.</p> <p>Involving staff in the design of refurbishments by seeking their ideas about how to improve the physical environment and resident experience</p>

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
<p>Page 91</p>	<p>Location is accessible by public transport for staff that don't drive.</p> <p>Having appropriate facilities and amenities will make components of their role easier and more enjoyable</p> <p>Staff will be providing care and support in accommodation with access to required aids and equipment, positively impacting on the risk of injuries sustained in the workplace.</p> <p>The improvements to the building will improve infection prevention and control, minimising the risk of</p>		<p>Additional support available through team meetings, support and supervision, Thinkwell, and Occupational Health.</p> <p>SCC staff working in health and care settings are still required to comply with COVID guidance regarding the use of PPE and testing.</p> <p>Services carry out routine Health & safety Inspections / Audits, for the purpose of regulatory requirements</p>

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
	transmission in the service, including COVID.		

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

There are currently 34 Staffordshire County Council employees working at Greenfield House, comprising of the following FTE's:

Service management x 7.9

Support Staff x 15.13

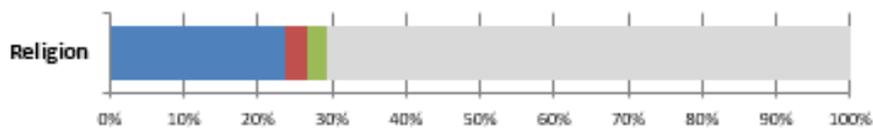
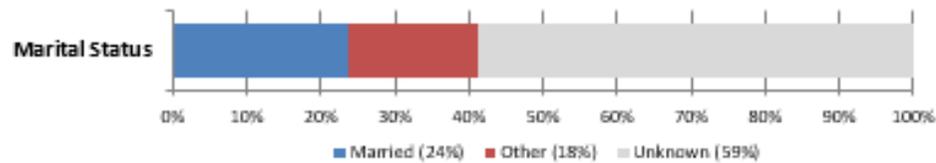
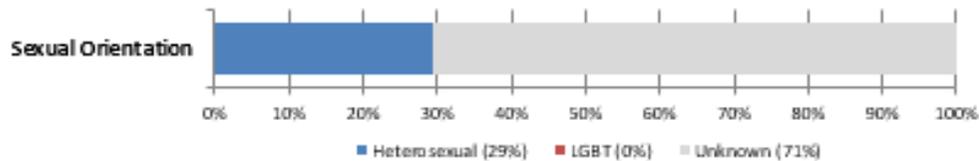
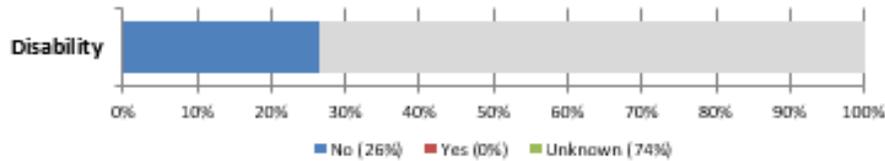
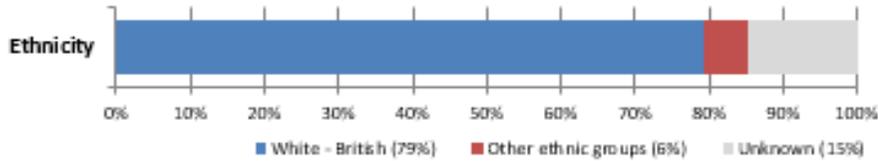
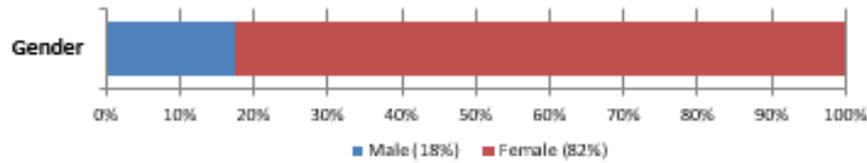
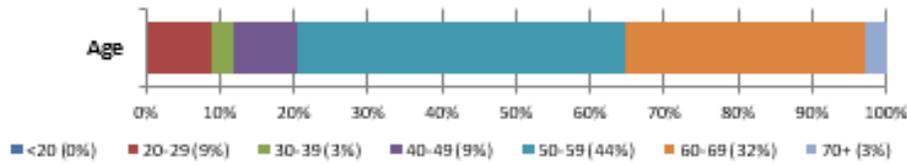
Cook x 1.76

Caretaker/Maintenance x 0.27

Service Administration x 0.95

See below for the workforce profile of Greenfield House:

Community Impact Assessment - Greenfields House as at 18/10/2022



➤ 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:

- Determine how the proposal will impact on resident’s health and wellbeing (mental and physical), and whether the proposal will impact on the demands for, or access to health and care services for those eligible for care and support under the Care Act 2014.
- Also consider whether your proposal promotes healthy lifestyles, personal responsibility and independence (including independent living) with support from family, friends and/or the community.
- Please contact the [Public Health Team](#) for further advice and guidance if the proposal potentially has a more significant impact on public health, or if you require further input into how to make that judgement.

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Key considerations	Benefits	Risks	Mitigations / Recommendations
➤ Mental Health and Wellbeing Will the proposal impact on the mental health and wellbeing of residents or services that support those with Mental Health issues? Who will be affected? People with a primary need: learning disability and/or autism, and associated needs (including Mental Ill Health)	Residents will receive appropriate support to meet their eligible care and support needs.	n/a	n/a
➤ Healthy Lifestyles	The service and staff will continue to promote and enable people to live a healthy	n/a	n/a

Key considerations	Benefits	Risks	Mitigations / Recommendations
<p>Will the proposal promote independence and personal responsibility, helping people to make positive choices around physical activity, healthy food and nutrition, smoking, problematic alcohol and substance use, and sexual health?</p> <p>Who will be affected?</p> <p>Current and future residents of Greenfield House</p>	<p>lifestyle, through the provision of appropriate care and support, as per their assessed care and support needs.</p> <p>The service and staff will continue to promote and enable people to live a healthy lifestyle, through the provision of appropriate care and support, as per their assessed care and support needs.</p> <p>The service is staying in the town of Leek which has facilities, amenities and activities on offer which can be easily accessed.</p>		
<p>➤ Accidents and Falls Prevention</p> <p>Does the proposal reduce or increase the risk of: falls in older people, childhood accidents, road accidents, or workplace accidents?</p>	<p>Accommodation will be accessible and adapted to meet the needs of the people using the service – positively impacting people who</p>	<p>n/a</p>	<p>Schedules of planned improvements and maintenance will continue for the duration of occupation in the current accommodation, with reactive repairs and maintenance as required.</p>

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Key considerations	Benefits	Risks	Mitigations / Recommendations
<p>Who will be affected?</p> <p>Current and future residents of Greenfield House</p>	<p>use services and staff who support them</p>		<p>Services carry out routine Health & safety Inspections / Audits, for the purpose of regulatory requirements.</p>
<p>➤ Access to Social Care</p> <p>Will the proposal enable people to access appropriate interventions at the right time?</p> <p>Who will be affected?</p> <p>Current and future residents of Greenfield House</p>	<p>The Council will continue to meet assessed eligible care and support needs, through the provision of sustainable services.</p> <p>Ways of working align with The Care Act (inclusive of Choice Policy) and Disability Strategy</p>	<p>n/a</p>	<p>n/a</p>
<p>➤ Independent Living</p> <p>Will the proposal impact on people's ability to live independently in their own home, with care and support from family, friends, and the community?</p> <p>Who will be affected?</p> <p>Residents of Greenfields House</p>	<p>The Council will continue to provide residential care, enabling people to remain living in their chosen local community.</p>	<p>n/a</p>	<p>n/a</p>

Key considerations	Benefits	Risks	Mitigations / Recommendations
<p>➤ Safeguarding</p> <p>Will the proposal ensure effective safeguarding for the most vulnerable in our communities?</p> <p>Who will be affected?</p> <p>Current and future residents of Greenfields House</p>	<p>The service is currently rated 'good' by the CQC, with no safeguarding concerns.</p>	<p>n/a</p>	<p>SCC staff will continue to follow policy and practice regarding safeguarding vulnerable residents.</p>

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

Seven residents at Greenfield House ranging in age from 50 to 72. All have a diagnosis of a learning disability in addition to other health needs.

One resident is joint funded by Health.

➤ **Communities Assessment**

Use this section to identify the impact of the proposal on communities.

Key considerations:

- Determine whether your proposal will provide opportunities to strengthen community capacity to create safer and stronger communities and provide opportunities for volunteering.

- Consider the different localities and communities your proposal may impact, identifying any communities that could be more adversely impacted than others, for example, rural communities.
- Engage with [Strategic Delivery Managers](#) (SDMs) – they have a great deal of knowledge about their relevant localities and will be key to providing insight and expertise.

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Key consideration	Benefits	Risks	Mitigations / Recommendations
<p>➤ Leisure & Culture</p> <p>Will the proposal encourage people to participate in social and leisure activities that they enjoy?</p>	The service is in a good location for access to local amenities for residents.	n/a	n/a
<p>➤ Community Development capacity</p> <p>Will the proposal affect opportunities to work with communities and strengthen or reduce community capacity?</p>	n/a	n/a	n/a
<p>➤ Crime/ Community Safety</p> <p>Will the proposal support a joint approach to responding to crime and addressing the causes of crime?</p>	n/a	n/a	n/a
<p>➤ Educational Attainment and Training</p> <p>Will the proposal support school improvement and help to provide access to a good education?</p>	n/a	n/a	n/a

Key consideration	Benefits	Risks	Mitigations / Recommendations
Will the proposal support the improved supply of skills to employers and the employability of residents?			
➤ Volunteering Will the proposal impact on opportunities for volunteering?	n/a	n/a	n/a
➤ Best Start Will the proposal impact on parental support (pre or postnatally), which helps to ensure that children are school-ready and have high aspirations, utilising a positive parenting approach?	n/a	n/a	n/a
➤ Rural communities Will the proposal specifically impact on rural communities?	n/a	n/a	n/a

➤ 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 considerations:

- Determine whether the proposal will impact economic growth and whether it will promote Staffordshire as a ‘go to’ location for new businesses to invest and start up and existing businesses to grow.
- Consider whether the proposal will impact upon resident’s income and access to good quality jobs.
- Also consider how the proposal will allow residents to improve, diversify and adapt their skills and qualifications.

Key consideration	Benefits	Risks	Mitigations / Recommendations
<p>➤ Economic Growth</p> <p>Will the proposal promote the county as a “go to” location for business, and make it easy for businesses to start up, innovate and expand?</p> <p>Who will be affected?</p> <p>Current and future residents of the Leek area</p>	<p>The Council has clearly specified its market position in respect to residential care services – thus supporting provider intelligence and planning of services in the future.</p> <p>The Council maintaining a position in the marketplace will promote competition.</p> <p>Entrust (on behalf of the Council) will undertake a competitive process to appoint for contractor for the required building works.</p>	<p>n/a</p>	<p>n/a</p>
<p>➤ Poverty & Income</p> <p>Will the proposal have an impact on income? Will it reduce the gap between high and low earners?</p>	<p>n/a</p>	<p>n/a</p>	<p>n/a</p>
<p>➤ Access to jobs/ Good quality jobs</p>	<p>The Council will continue to employ a</p>	<p>n/a</p>	<p>n/a</p>

Key consideration	Benefits	Risks	Mitigations / Recommendations
Will the proposal create the right conditions for increased employment in more and better jobs? Who will be affected? Current and future staff of Greenfield House	skilled and trained workforce. The service will continue to provide care jobs in Leek.		

Residential Care Marketplace

The number of people aged 18 and over with a moderate or severe learning disability in Staffordshire (who are therefore likely to require care) is estimated to increase from 3,403 to 3,630 between 2020 and 2040, so there will be a continued need for Residential Care, not only in the Moorlands, but across the County.

It is anticipated that the number of people with a disability in Staffordshire will increase by around 1.3% in the next 3 years. The greatest increases are projected to be in those over the age of 55, as people with learning disabilities and/or autism continue to live longer, and also the age groups 0–18 and 25–34.

Data suggests that the number of people with a learning disability in receipt of long-term services funded by the Council will remain relatively consistent over the next 10 - 15 years. However, as per national trends, the complexity of need is likely to increase as people live longer with associated health conditions. There will thus be an increased need for accommodation and support options where staff have the skills, training, and experience to work with people, including those with behaviours that challenge.

Countywide, approximately 235 people with a learning disability are in residential care, including in-house provision. In addition, there are 159 people with a learning disability in residential care out of county.

There are 93 residential care providers in Staffordshire registered with the CQC to provide care for adults with a learning disability and autism. However, there are limited residential care providers in Leek specialised for adults with learning disabilities, including behaviours that challenge.

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:

- Our mission is to ‘Make Staffordshire Sustainable’, and we have made a commitment to achieve net zero emissions by 2050 across every aspect of our service provision and estate. Our [Climate Change StaffSpace page](#) sets out our plans to achieve this which will help you to consider the impact of your proposal on Climate Change and how it helps us to achieve our vision of “net zero”.
- If the project has some negative aspects with this strategic goal in mind, then you should demonstrate how this is to be mitigated.
- It would also be useful if there could be a carbon impact (tonnes of CO2e), attributed to the completion of the entire project.

Any carbon saving that can be attributed to the proposal, should also be explained and quantified.

It is essential that you complete the [Climate Change Learning Hub module](#) before completing this assessment.

- If there are no climate change implications arising as a result of the project, you can provide background to show this has been considered.
- Please contact the Sustainability and Climate Change Team at sustainability@staffordshire.gov.uk for further advice and guidance.

Key considerations	Benefits	Risks	Mitigations / Recommendations
<p>➤ Climate Change</p> <p>Does this proposal have any Climate Change implications?</p> <p>The Council has a mission to Make Staffordshire Sustainable, and has made a</p>	<p>Potential reduction in energy usage through</p> <ul style="list-style-type: none"> • minimising the use of all resources • reducing the demand for energy and 	<p>Low carbon developments may be too expensive or impact on practicalities for the service</p>	<p>Designs and ideas for how we reduce our carbon footprint are being investigated striving towards low carbon developments. All relevant building regulations will be adhered to. We have architect input and have a design workshops ongoing. Once we</p>

Key considerations	Benefits	Risks	Mitigations / Recommendations
<p>commitment, as an organisation to achieve net zero carbon emissions by 2050.</p>	<ul style="list-style-type: none"> • water use during the Works Period • minimising waste and CO2 emissions during the Works period • allowing opportunities for recycling during the Works Period • high levels of insulation • good use of daylight and natural ventilation • high thermal mass in the walls and ceilings to avoid temperature fluctuations • good temperature management – control and lighting – control systems/BMS systems 	<p>The Climate Change Act was passed in 2008 and established a framework to develop an economically credible emissions reduction path. The act commits the UK to reducing emissions by at least 80% in 2050 from 1990 levels. Failure to comply with the legislation carries significant financial penalties.</p>	<p>know which systems we can upgrade, we will look to see whether we can include those works within the current cost or whether we will need to explore funding routes via Climate change funds, administered through the Sustainability team.</p> <p>The project will (as far as reasonably practicable) embody an environmentally sustainable solution both technically and socially through innovative considerate, property solutions by:</p> <ul style="list-style-type: none"> • Investigating materials for use on the project which will be assessed for environmental impact • The careful use of masonry and considered use of sustainably sourced timber (FSC sourced) • Application of TermoDeck systems or similar where appropriate (more

Key considerations	Benefits	Risks	Mitigations / Recommendations
			<p>applicable to new build structures)</p> <ul style="list-style-type: none"> • The consideration of recycled aggregates • Daylight and thermal massing characteristics modelled • Natural ventilation over forced mechanical ventilation • Cooling and solar gain introduced purposefully • Solar shading to south and west elevations investigated • Carbon emissions minimised using intelligent boilers, calorifiers and plant, where package boilers promoted • Low energy low heat IT solutions will be promoted • Movement sensitive, automated light fittings investigated (PIR Lighting)

Key considerations	Benefits	Risks	Mitigations / Recommendations
			<p>and utilised in noncritical areas</p> <ul style="list-style-type: none"> • Light switches that encourage turning off in periods of clement weather should be included • Sensor/self-closing fittings • Local controls for heating and lighting introduced • Rainwater harvesting and grey-water management • Green travel promoted where possible • Compliance with Part L2 of the Building Regs will be a minimum standard for all new elements.

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➤ Environment Assessment

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

Key considerations:

- You should consider whether your proposal will affect: the built environment; the rural environment including agriculture; air, water and land quality; waste and recycling; and ability to travel/access to transport, particularly sustainable methods.

Key considerations	Benefits	Risks	Mitigations / Recommendations
<p>➤ Built Environment/ Land Use</p> <p>Will the proposal impact on the built environment and land use?</p> <p>Who will be affected?</p> <p>Current Greenfield House site and buildings</p>	<p>Building improvement works will positively impact on the associated running costs</p>	<p>n/a</p>	<p>n/a</p>
<p>➤ Transport</p> <p>Will the proposal affect the ability of people/ communities/ business to travel? Will the proposal impact on walking/ cycling opportunities?</p> <p>Who will be affected?</p> <p>Current and future staff of Greenfield House.</p> <p>Current and future residents of Greenfield House.</p>	<p>No changes in work location for existing staff.</p> <p>Location is accessible by public transport for staff that don't drive.</p> <p>The service is in a good location for access to local amenities for residents.</p>	<p>n/a</p>	<p>The service has access to dedicated and specialised transport</p>
<p>➤ Noise</p> <p>Will the proposal cause disruptive noise?</p>	<p>n/a</p>	<p>There may be noise generated from the construction</p>	<p>Communication with neighbours about the construction period.</p>

Key considerations	Benefits	Risks	Mitigations / Recommendations
<p>Who will be affected?</p> <p>Neighbouring school of Greenfield House.</p> <p>Current residents of Greenfield House</p>			Reduce impact of construction-related noise by contractors working business hours only.
<p>➤ Agriculture and food production</p> <p>Will the proposal affect the production of healthy, affordable, and culturally acceptable food?</p>	n/a	n/a	n/a
<p>➤ Waste & Recycling</p> <p>Will the proposal affect waste (e.g., disposal) and recycling?</p>	n/a	n/a	n/a
<p>➤ Air, Water & Land Quality</p> <p>Will the proposal affect air quality (e.g., vehicle, industrial or domestic emissions), drinking water quality or land quality (e.g., contamination)?</p>	n/a	n/a	n/a
<p>➤ Rural Environment</p> <p>Will the proposal impact on the rural natural environment or on access to open spaces?</p>	n/a	n/a	n/a

Community Impact Assessment

Hawthorn House

Project Sponsor: Richard Harling- Director of Health & Care

Project Authors: Kelly Gray- Care Services Lead

Contributor: Kathryn Little – Quality, Performance & Engagement Manager

Date Tuesday, 06 December 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.

In this section you should consider whether your proposal will impact upon any of the following protected characteristics. Your assessment should also consider where different protected characteristics (e.g. age and gender, or gender and ethnicity) could interact with each other, and any impact this may have for potential inequalities. This will help ensure changes/new practices highlight all opportunities to be inclusive by design (i.e. considering benefits and/or risks and any necessary mitigation).

Protected Characteristics	Benefits	Risks	Mitigations / Recommendations
Page 110 Age - older and younger people Residents of Hawthorn House with an average age of 59 years.	Keeps ten ageing residents in place, for as long as possible throughout construction. Development of the upper house means no disruption for elderly residents in the lower house. Most residents have a life-long connection with the building	n/a	The refurbishment works, including the installation of an evacuation lift, will ensure residents can age in place and receive dignified end-of-life care where appropriate

Protected Characteristics	Benefits	Risks	Mitigations / Recommendations
<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>Provides a new, modern, and homely environment.</p> <p>Keeps residents living in the same area they have lived in for most of their adult life.</p> <p>Respects the wishes of resident families.</p> <p>Individuals will receive high quality support to meet their assessed and eligible care and support needs, which are both sustainable and demonstrate value for money</p>	<p>Some disruption to a maximum of three residents in upper house while their new home is being constructed.</p> <p>Disruption could result in higher stress levels and could trigger seizures and behaviours in residents in upper house</p>	<p>Phased construction schedule to minimise the disruption to residents.</p> <p>The Council will ensure adherence to the Care Act regarding assessed eligible care and support needs.</p> <p>Continued engagement with all key stakeholders to design the building and understand the impact.</p> <p>Review care plans and risk assessments for residents affected by any building works.</p>
<p>Gender reassignment - those people in the process of transitioning from one sex to another</p>	<p>n/a</p>	<p>n/a</p>	<p>n/a</p>
<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>n/a</p>
<p>Pregnancy & Maternity - women who are pregnant or who have recently had a baby, including breast feeding mothers</p>	<p>n/a</p>	<p>n/a</p>	<p>n/a</p>

Protected Characteristics	Benefits	Risks	Mitigations / Recommendations
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

Key considerations:

- Consider the impact of your proposal on staff with different **protected characteristics** – the staffing profile data can be a useful source of evidence and can be presented below in graph form to supplement your narrative.
- You should consider the impact of job losses (pre and post change), changes to terms and conditions, available support for staff and what the HR protocols are.
- For support to complete this section, please contact your People Operations Adviser.

<p>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</p>	<p>Benefits</p>	<p>Risks</p>	<p>Mitigations / Recommendations</p>
	<p>A new building will provide a modern and well-designed work environment for staff</p> <p>Having appropriate facilities and amenities will make components of their role easier and more enjoyable</p> <p>The Council will continue to employ a skilled and trained workforce.</p> <p>The service will continue to provide care jobs in Lichfield.</p> <p>No changes in work location for existing staff.</p>	<p>Risk of redundancies from a review of staffing ratios once construction is complete.</p> <p>The development of alternative accommodation will take 12-24 months to come into fruition, meaning continued occupation of buildings deemed not wholly suitable to meet needs</p>	<p>Regular and meaningful engagement and communications about the progress of the project, the outcomes and the impact.</p> <p>Staff (and representative Trade Unions) will be consulted about the potential impact on their employment, and appropriate HR processes and protocols adhered to.</p> <p>Involving staff in the building design by seeking their ideas about how to optimise the physical environment and resident experience.</p> <p>Schedules of planned repairs and maintenance will continue for the duration of occupation – with reactive repairs and maintenance as required.</p>

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 will be providing care and support in purpose-built accommodation with access to required aids and equipment, positively impacting on the risk of injuries sustained in the workplace		Services carry out routine Health & safety Inspections / Audits, for the purpose of regulatory requirements

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

There are currently 56 Staffordshire County Council employees working at Hawthorn House, comprising of the following FTE's:

Service management x 6.89

Support Staff x 27.35

Cook x 2.84

Domestic and Maintenance x 3.53

Service Administration x 0.78

By moving all residents into one building it has the potential to reduce required staffing numbers as FTE's to:

Service management x 6.62

Support staff x 22

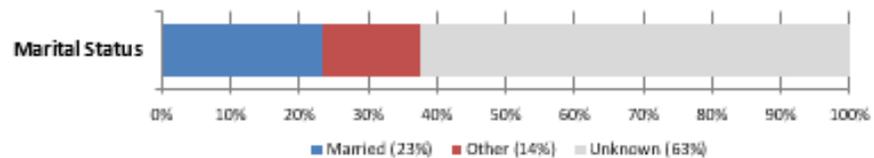
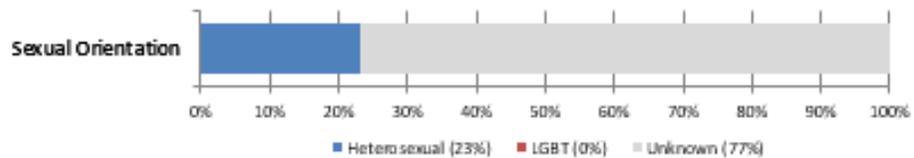
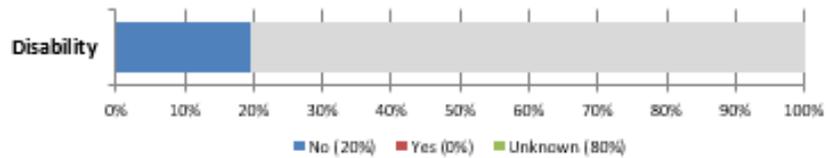
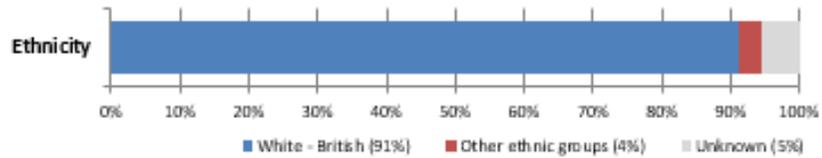
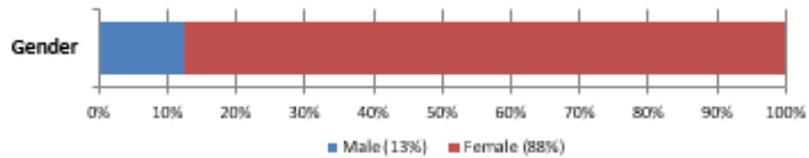
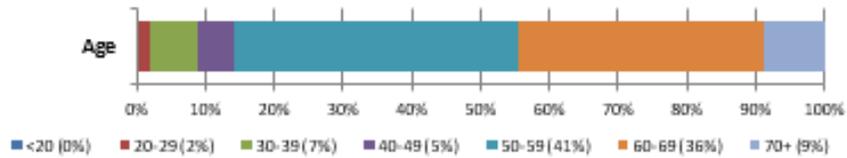
Cook x 1.62

Domestic and Maintenance x 1.69

Service Administration x 0.78 (no change)

See below for the workforce profile of Hawthorn House:

Community Impact Assessment – Hawthorn House as at 21/10/2022



➤ 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:

- Determine how the proposal will impact on resident’s health and wellbeing (mental and physical), and whether the proposal will impact on the demands for, or access to health and care services for those eligible for care and support under the Care Act 2014.
 - Also consider whether your proposal promotes healthy lifestyles, personal responsibility and independence (including independent living) with support from family, friends and/or the community.
- Please contact the [Public Health Team](#) for further advice and guidance if the proposal potentially has a more significant impact on public health, or if you require further input into how to make that judgement.

Key considerations	Benefits	Risks	Mitigations / Recommendations
<p>➤ Mental Health and Wellbeing</p> <p>Will the proposal impact on the mental health and wellbeing of residents or services that support those with Mental Health issues?</p> <p>Who will be affected?</p> <p>People with a primary need: learning disability and/or autism, and associated needs (including Mental Ill Health)</p>	Residents will receive appropriate support to meet their eligible care and support needs.	n/a	n/a
<p>➤ Healthy Lifestyles</p>	The service and staff will continue to promote and enable people to live a healthy	n/a	n/a

Key considerations	Benefits	Risks	Mitigations / Recommendations
<p>Will the proposal promote independence and personal responsibility, helping people to make positive choices around physical activity, healthy food and nutrition, smoking, problematic alcohol and substance use, and sexual health?</p> <p>Who will be affected?</p> <p>Current and future residents of Hawthorn House</p>	<p>lifestyle, through the provision of appropriate care and support, as per their assessed care and support needs.</p> <p>The service and staff will continue to promote and enable people to live a healthy lifestyle, through the provision of appropriate care and support, as per their assessed care and support needs.</p>		
<p>➤ Accidents and Falls Prevention</p> <p>Does the proposal reduce or increase the risk of: falls in older people, childhood accidents, road accidents, or workplace accidents?</p> <p>Who will be affected?</p> <p>Current and future residents of Hawthorn House</p>	<p>Accommodation will be accessible and adapted to meet the needs of the people using the service – positively impacting people who use services and staff who support them</p>	<p>The development of alternative accommodation will take 12-24 months to come into fruition, meaning continued occupation of buildings deemed not</p>	<p>Schedules of planned repairs and maintenance will continue for the duration of occupation in the current accommodation – with reactive repairs and maintenance as required.</p> <p>Services carry out routine Health & safety Inspections / Audits, for the</p>

Key considerations	Benefits	Risks	Mitigations / Recommendations
		wholly suitable to meet needs	purpose of regulatory requirements
<p>➤ Access to Social Care</p> <p>Will the proposal enable people to access appropriate interventions at the right time?</p> <p>Who will be affected?</p> <p>Current and future residents of Hawthorn House</p>	<p>The Council will continue to meet assessed eligible care and support needs, through the provision of sustainable services.</p> <p>Ways of working align with The Care Act (inclusive of Choice Policy) and Disability Strategy</p>	n/a	n/a
<p>➤ Independent Living</p> <p>Will the proposal impact on people's ability to live independently in their own home, with care and support from family, friends, and the community?</p> <p>Who will be affected?</p> <p>Residents of Hawthorn House</p>	<p>The Council will continue to provide residential care, enabling people to remain living in their chosen local community.</p>	n/a	n/a
<p>➤ Safeguarding</p>	<p>The service is currently rated 'good' by the</p>	n/a	<p>SCC staff will continue to follow policy and practice regarding safeguarding vulnerable residents.</p>

Key considerations	Benefits	Risks	Mitigations / Recommendations
<p>Will the proposal ensure effective safeguarding for the most vulnerable in our communities?</p> <p>Who will be affected?</p> <p>Current and future Hawthorn House</p>	<p>CQC, with no safeguarding concerns.</p>		

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

Thirteen residents at Hawthorn House ranging in age from 47 to 76. All have a diagnosis of a learning disability in addition to other health needs.

Four residents are joint funded by Health.

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Communities Assessment

Use this section to identify the impact of the proposal on communities.

Key considerations:

- Determine whether your proposal will provide opportunities to strengthen community capacity to create safer and stronger communities and provide opportunities for volunteering.
- Consider the different localities and communities your proposal may impact, identifying any communities that could be more adversely impacted than others, for example, rural communities.
- Engage with [Strategic Delivery Managers](#) (SDMs) – they have a great deal of knowledge about their relevant localities and will be key to providing insight and expertise.

Key consideration	Benefits	Risks	Mitigations / Recommendations
<p>➤ Leisure & Culture</p> <p>Will the proposal encourage people to participate in social and leisure activities that they enjoy?</p>	The service is in a good location for access to local amenities for residents.	n/a	n/a
<p>➤ Community Development capacity</p> <p>Will the proposal affect opportunities to work with communities and strengthen or reduce community capacity?</p>	n/a	n/a	n/a
<p>➤ Crime/ Community Safety</p> <p>Will the proposal support a joint approach to responding to crime and addressing the causes of crime?</p>	n/a	n/a	n/a
<p>➤ Educational Attainment and Training</p> <p>Will the proposal support school improvement and help to provide access to a good education? Will the proposal support the improved supply of skills to employers and the employability of residents?</p>	n/a	n/a	n/a
<p>➤ Volunteering</p>	n/a	n/a	n/a

Key consideration	Benefits	Risks	Mitigations / Recommendations
Will the proposal impact on opportunities for volunteering?			
➤ Best Start Will the proposal impact on parental support (pre or postnatally), which helps to ensure that children are school-ready and have high aspirations, utilising a positive parenting approach?	n/a	n/a	n/a
➤ Rural communities Will the proposal specifically impact on rural communities?	n/a	n/a	n/a

Economic Assessment

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 considerations:

- Determine whether the proposal will impact economic growth and whether it will promote Staffordshire as a ‘go to’ location for new businesses to invest and start up and existing businesses to grow.
- Consider whether the proposal will impact upon resident’s income and access to good quality jobs.
- Also consider how the proposal will allow residents to improve, diversify and adapt their skills and qualifications.

Key consideration	Benefits	Risks	Mitigations / Recommendations
➤ Economic Growth	The Council has clearly specified its market position in respect to	n/a	n/a

Key consideration	Benefits	Risks	Mitigations / Recommendations
<p>Will the proposal promote the county as a “go to” location for business, and make it easy for businesses to start up, innovate and expand?</p> <p>Who will be affected?</p> <p>Current and future residents of the Lichfield area</p>	<p>residential care services – thus supporting provider intelligence and planning of services in the future.</p> <p>The Council maintaining a position in the marketplace will promote competition.</p> <p>Entrust (on behalf of the Council) will undertake a competitive process to appoint for contractor for the required building works.</p>		
<p>➤ Poverty & Income</p> <p>Will the proposal have an impact on income? Will it reduce the gap between high and low earners?</p>	<p>n/a</p>	<p>n/a</p>	<p>n/a</p>
<p>➤ Access to jobs/ Good quality jobs</p>	<p>The Council will continue to employ a skilled and trained workforce.</p>	<p>Risk of redundancies from a review of staffing ratios once</p>	<p>Regular and meaningful engagement and communications about the progress of the project, the outcomes and the impact.</p>

Key consideration	Benefits	Risks	Mitigations / Recommendations
<p>Will the proposal create the right conditions for increased employment in more and better jobs?</p> <p>Who will be affected?</p> <p>Current and future staff of Hawthorn House</p>	<p>The service will continue to provide care jobs in Lichfield.</p>	<p>construction is complete</p>	<p>Staff (and representative Trade Unions) will be consulted about the potential impact on their employment, and appropriate HR processes and protocols adhered to.</p>

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

Residential Care Marketplace

The number of people aged 18 and over with a moderate or severe learning disability in Staffordshire (who are therefore likely to require care) is estimated to increase from 3,403 to 3,630 between 2020 and 2040, so there will be a continued need for Residential Care, not only in Lichfield, but across the County.

It is anticipated that the number of people with a disability in Staffordshire will increase by around 1.3% in the next 3 years. The greatest increases are projected to be in those over the age of 55, as people with learning disabilities and/or autism continue to live longer, and also the age groups 0–18 and 25-34.

Data suggests that the number of people with a learning disability in receipt of long-term services funded by the Council will remain relatively consistent over the next 10 - 15 years. However, as per national trends, the complexity of need is likely to increase as people live longer with associated health conditions. There will thus be an increased need for accommodation and support options where staff have the skills, training, and experience to work with people, including those with behaviours that challenge.

➤ 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:

- Our mission is to ‘Make Staffordshire Sustainable’, and we have made a commitment to achieve net zero emissions by 2050 across every aspect of our service provision and estate. Our [Climate Change StaffSpace page](#) sets out our plans to achieve this which will help you to consider the impact of your proposal on Climate Change and how it helps us to achieve our vision of “net zero”.
 - If the project has some negative aspects with this strategic goal in mind, then you should demonstrate how this is to be mitigated.
 - It would also be useful if there could be a carbon impact (tonnes of CO2e), attributed to the completion of the entire project.
 - Any carbon saving that can be attributed to the proposal, should also be explained and quantified.
 - It is essential that you complete the [Climate Change Learning Hub module](#) before completing this assessment.
- If there are no climate change implications arising as a result of the project, you can provide background to show this has been considered.
- Please contact the Sustainability and Climate Change Team at sustainability@staffordshire.gov.uk for further advice and guidance.

Key considerations	Benefits	Risks	Mitigations / Recommendations
<p>➤ Climate Change</p> <p>Does this proposal have any Climate Change implications?</p> <p>The Council has a mission to Make Staffordshire Sustainable, and has made a commitment, as an organisation to achieve net zero carbon emissions by 2050.</p>	<p>Potential reduction in energy usage through</p> <ul style="list-style-type: none"> • minimising the use of all resources • reducing the demand for energy and water use during the Works Period • minimising waste and CO2 emissions during the Works period 	<p>Low carbon developments may be too expensive or impact on practicalities for the service</p> <p>The Climate Change Act was passed in 2008 and established a framework to develop an economically credible</p>	<p>Designs and ideas for how we reduce our carbon footprint are being investigated striving towards low carbon developments. All relevant building regulations will be adhered to. We have architect input and have a design workshops ongoing. Once we know which systems we can upgrade, we will look to see whether we can include those works within the current cost or</p>

Key considerations	Benefits	Risks	Mitigations / Recommendations
	<ul style="list-style-type: none"> • allowing opportunities for recycling during the Works Period • high levels of insulation • good use of daylight and natural ventilation • high thermal mass in the walls and ceilings to avoid temperature fluctuations • good temperature management – control and lighting – control systems/BMS systems 	<p>emissions reduction path. The act commits the UK to reducing emissions by at least 80% in 2050 from 1990 levels. Failure to comply with the legislation carries significant financial penalties.</p>	<p>whether we will need to explore funding routes via Climate change funds, administered through the Sustainability team.</p> <p>The project will (as far as reasonably practicable) embody an environmentally sustainable solution both technically and socially through innovative considerate, property solutions by:</p> <ul style="list-style-type: none"> • Investigating materials for use on the project which will be assessed for environmental impact • The careful use of masonry and considered use of sustainably sourced timber (FSC sourced) • Application of TermoDeck systems or similar where appropriate (more applicable to new build structures) • The consideration of recycled aggregates

Key considerations	Benefits	Risks	Mitigations / Recommendations
			<ul style="list-style-type: none"> • Daylight and thermal massing characteristics modelled • Natural ventilation over forced mechanical ventilation • Cooling and solar gain introduced purposefully • Solar shading to south and west elevations investigated • Carbon emissions minimised using intelligent boilers, calorifiers and plant, where package boilers promoted • Low energy low heat IT solutions will be promoted • Movement sensitive, automated light fittings investigated (PIR Lighting) and utilised in noncritical areas • Light switches that encourage turning off in

Key considerations	Benefits	Risks	Mitigations / Recommendations
			<p>periods of clement weather should be included</p> <ul style="list-style-type: none"> • Sensor/self-closing fittings • Local controls for heating and lighting introduced • Rainwater harvesting and grey-water management • Green travel promoted where possible <p>Compliance with Part L2 of the Building Regs will be a minimum standard for all new elements</p>

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➤ Environment Assessment

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

Key considerations:

- You should consider whether your proposal will affect: the built environment; the rural environment including agriculture; air, water and land quality; waste and recycling; and ability to travel/access to transport, particularly sustainable methods.

Key considerations	Benefits	Risks	Mitigations / Recommendations
<p>➤ Built Environment/ Land Use</p> <p>Will the proposal impact on the built environment and land use?</p> <p>Who will be affected?</p> <p>Current Hawthorn House site and buildings</p>	<p>The Council will seek to maximise the use of its assets – including land and accommodation. Subsequently, this will positively impact on the associated running costs</p> <p>The Scotch Orchard site can be released for capital receipt.</p> <p>The lower half of the Hawthorn House site can be released for capital receipt</p>	<p>The lower portion of the Hawthorn House site is sold for use which is not appropriate and would put the service or residents at risk</p>	<p>Engagement with Property colleagues and stakeholders to ensure the lower part of the site is sold for appropriate use, which maintains the safety of the service and residents</p>
<p>➤ Transport</p> <p>Will the proposal affect the ability of people/ communities/ business to travel? Will the proposal impact on walking/ cycling opportunities?</p> <p>Who will be affected?</p> <p>Current and future staff of Hawthorn House.</p>	<p>No changes in work location for existing staff.</p> <p>Location is accessible by public transport for staff that don't drive.</p> <p>The service is in a good location for access to local amenities for residents.</p>	<p>n/a</p>	<p>The service has access to dedicated and specialised transport</p>

Key considerations	Benefits	Risks	Mitigations / Recommendations
Current and future residents of Hawthorn House.			
<p>➤ Noise</p> <p>Will the proposal cause disruptive noise?</p> <p>Who will be affected?</p> <p>Neighbouring residents of Hawthorn Close, Lichfield</p>	n/a	There may be noise generated from the construction	<p>Communication with neighbours about the construction period.</p> <p>Reduce impact of construction-related noise by contractors working business hours only.</p>
<p>➤ Agriculture and food production</p> <p>Will the proposal affect the production of healthy, affordable, and culturally acceptable food?</p>	n/a	n/a	n/a
<p>➤ Waste & Recycling</p> <p>Will the proposal affect waste (e.g., disposal) and recycling?</p>	n/a	n/a	n/a
<p>➤ Air, Water & Land Quality</p> <p>Will the proposal affect air quality (e.g., vehicle, industrial or domestic emissions), drinking water quality or land quality (e.g., contamination)?</p>	n/a	n/a	n/a
<p>➤ Rural Environment</p>	n/a	n/a	n/a

Key considerations	Benefits	Risks	Mitigations / Recommendations
Will the proposal impact on the rural natural environment or on access to open spaces?			

Cabinet Meeting on Wednesday 14 December 2022

Homes for Ukraine



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

“Staffordshire has a long and proud history of helping those who have had no choice but to flee war and persecution, and Staffordshire people have stepped up in their hundreds to help people fleeing the war in Ukraine.

It is clear that the war in Ukraine will not end any time soon, so it is important to ensure we have the right team in place so we can help support not just the Homes for Ukraine scheme, but also broader resettlement programmes.

We will also continue working with our district and borough councils, health, education and community partners, as well as the voluntary sector to ensure the right support is in place at the right time.”

Report Summary:

This report provides a proposal for the Homes for Ukraine scheme in Staffordshire. It details the fully costed plans that have been formulated by the partnership to respond the National Scheme and seeks endorsement from Cabinet to proceed with the proposals.

The report also highlights for Cabinet the key risks, that are being managed by the partnership and seeks cabinet support for.

Recommendations

I recommend that Cabinet:

- a. Acknowledge the progress to date in relation to the Homes for Ukraine Scheme.
- b. Endorse the proposed approach for the development of a Resettlement Team to support the Homes for Ukraine scheme and broader resettlement programme.

- c. Approve the Financial breakdown and agree spend in line with these proposals based on the actual costs as these figures are still subject to change as more people arrive.

Cabinet – Wednesday 14 December 2022

Homes for Ukraine

Recommendations of the Cabinet Member for Communities and Culture

I recommend that Cabinet:

- a. Acknowledge the progress to date in relation to the Homes for Ukraine Scheme.
- b. Endorse the proposed approach for the development of a Resettlement Team to support the Homes for Ukraine scheme and broader resettlement programme.
- c. Approve the Financial breakdown and agree spend in line with these proposals based on the actual costs as these figures are still subject to change as more people arrive.
- d. Thank the sponsors for the compassion and generosity you have shown in offering to sponsor a family fleeing the conflict in Ukraine and welcoming them to Staffordshire.

Reasons for Recommendations:

1. These recommendations have been presented to ensure that the council is delivering an effective scheme on behalf of the Home Office and Department for Levelling Up, Housing and Communities, DLUHC, for those arriving via the Homes for Ukraine Scheme.

Background

Overview of Homes for Ukraine

2. On 1st March 2022 the Department for Levelling Up, Housing and Communities, DLUHC, wrote to all local authorities advising that in response to the invasion of Ukraine by Russia, it was expanding the Ukrainian humanitarian route, to increase the number of Ukrainians who are eligible to come to the UK. It also announced that a new sponsored humanitarian visa route would be established to allow communities, private sponsors or local authorities to bring people to the UK from Ukraine. This scheme invited members of the public to host Ukrainian households fleeing the conflict and was administered by the Department for Levelling Up, Housing and Communities, DLUHC, rather than, as on

previous resettlement schemes, local authorities providing the accommodation.

3. On 17 March 2022, initial guidance was issued for the Homes for Ukraine scheme, outlining the role of councils across England supporting the scheme, including verifying standards of host accommodation, providing guidance for sponsors on their role and completing safeguarding checks.
4. In response, the County Council and Partners implemented a five stage screening process, which included verification of the proposed accommodation, identification checks for the host household, Disclosure and Barring Service (DBS) checks, property assessment checks and safeguarding checks. A digital solution provided through Zipporah is procured to facilitate the central processing of DBS checks.
5. As part of this process, following the arrival of Guest(s), the County Council is required by the Department for Levelling Up, Housing and Communities, DLUHC, to confirm as soon as possible that the Sponsors (host) and Guest(s) are safe, well and that there are no serious safeguarding or welfare concerns or needs identified for care and support. The County Council were given discretion in determining the appropriate approach to undertaking the screening process.

Progress to Date

6. This report provides an update on the progress to date, including the data, the proposed way of working and the introduction of the need to support unaccompanied minors.

Summary of the Data

7. As at 17 October 2022, there were 424 unique sponsors across the eight District and Boroughs of Staffordshire as outlined below:

District	Total Sponsors
Cannock Chase	40
East Staffordshire	81
Lichfield	79
Newcastle-under-Lyme	52
South Staffordshire	31
Stafford	76
Staffordshire Moorlands	43
Tamworth	19
Out of County	3
Staffordshire	424

8. Of the 424 sponsors there are 723 unique guests as at 17 October 2022 being supported across the eight district and boroughs of Staffordshire as outlined below:

District	Age Group							Total
	0-4	5-10	11-17	18-35	36-59	60-74	75+	
Cannock Chase	2	11	7	14	17	0	0	51
East Staffordshire	4	22	21	25	49	3	0	124
Lichfield	8	17	22	47	51	6	0	151
Newcastle-under-Lyme	4	12	7	28	19	4	1	75
South Staffordshire	3	10	6	20	19	2	0	60
Stafford	8	18	16	47	36	5	0	130
Staffordshire Moorlands	8	17	9	29	21	4	2	90
Tamworth	3	3	5	6	17	1	0	35
Out of County	0	0	1	2	4	0	0	7
Staffordshire	40	110	94	218	233	25	3	723

9. There are currently two children who are not travelling with or joining their parent or legal guardian, in two sponsor households.
10. In some circumstances the relationship between guests and sponsors can break down. In these circumstances a rematch and or use of temporary accommodation has needed to be used. As at 17 October 2022 there were 38 households that had accessed this support. This consisted of the below:
- a. 23 guest groups have had successful rematches
 - b. 10 rematches requested for Guest(s) in sponsorships arrangements who are also actively exploring options for their own accommodation.
 - c. 5 Guest groups in temporary accommodation of which:
 - i. 3 rematching with new sponsorships in progress
 - ii. 2 working with district and borough housing options teams to source their own accommodation

11. This has increased gradually over the last two months.

Resettlement and Integration Service

12. The County Council is required by the Department for Levelling Up, Housing and Communities, DLUHC, to play a critical role in supporting the integration of Ukrainian families into the communities of Staffordshire.
13. Resettlement and Integration Support is part of this support and will see people supported by their sponsor, the community and the partnership where needed so that they can settle here in Staffordshire.

14. In Staffordshire we want to be an active partner to support the effective resettlement and integration of guests arriving locally. This plan has been developed to provide a comprehensive resettlement and integration scheme and consists of four key elements: Resettlement and integration team, health support, housing support, access to employment, education and English classes and access to a personalised budget.
15. It is critical that this grant is used by the partners where the impact is felt. In the county we have worked closely with the district and boroughs to ensure that the right support is delivered by the right partners at the right time.
16. We will therefore need to make sure appropriate payment is made to reimburse the districts and boroughs for their assistance. This assistance has included conducting housing checks, accessing homeless prevention, housing advice and application and administering payments to guests and sponsors.
17. The County Council, together with its partners, are proposing to develop a Resettlement Integration & Independence Support Offer, which will ensure that guests have access to seamless integrated support, empowering them to become independent through the development of strengths, skills and knowledge they need to ensure they are healthy, happy, safe and achieve their potential.
18. It is proposed that this Resettlement Integration & Independence Support Offer will be all-aged, providing guests with a warm welcome to life in Staffordshire, by empowering families to integrate into British culture and the community of Staffordshire.
19. To date, the Homes for Ukraine Scheme has diverted various officers and resource away from critical business-as-usual activity across the County Council. Resettlement is now becoming a core function of the local authority and whilst the funding is available we are recommending that a team is built for a fixed period of 2 years to ensure that there is regular support for Homes for Ukraine and resettlement more broadly.
20. This staffing structure will be used to deliver support for Homes for Ukraine however it is envisaged that they can be used more flexibly to work across all aspects of resettlement.
21. It is proposed that the service will focus on preparation for future independence through direct practice. Considering this, it is proposed that the Resettlement Plan will have a focus on:

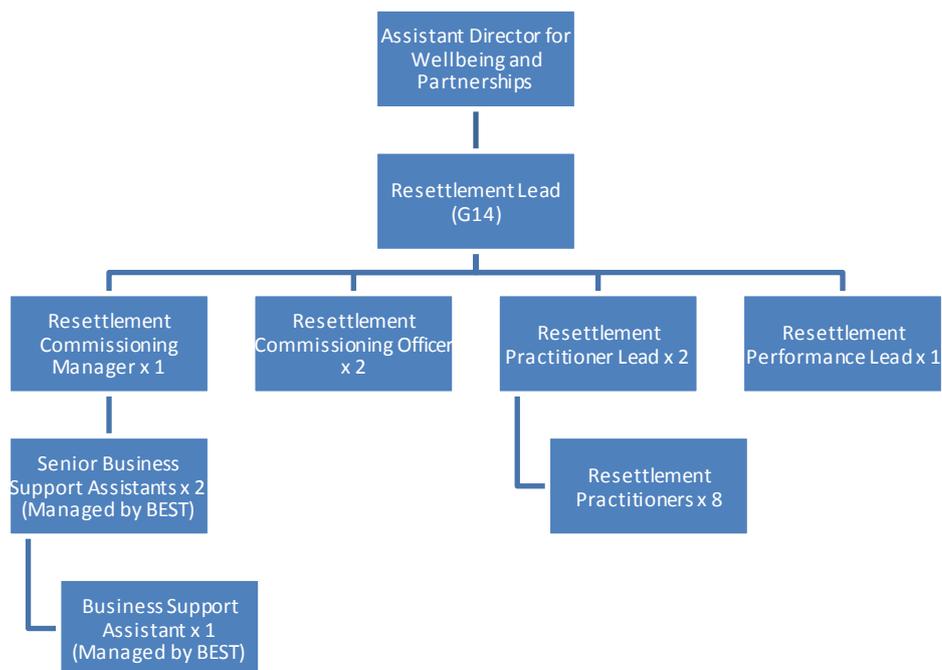
- a. Independence Planning;
- b. Household Relationships, including relationships with sponsor(s);
- c. Future Accommodation Planning and Rematching;
- d. Accessing Universal Service;
- e. Promoting Physical Health;
- f. Promoting Emotional Health & Wellbeing;
- g. Staying Safe;
- h. Accessing Networks of support;
- i. Accessing Education, Training & Employment / Progression to Work;
- j. Accessing Benefits (where required);
- k. Managing Home and Money.

22. This Service will also have a regular physical presence, undertaking regular visits to the household, providing increased assurance around the safety of sponsor(s) and guest(s).

23. The service will provide support to guest(s) and their sponsors for up to twelve months depending upon the individual circumstances of guest(s).

24. The team will have access to a personalised budget for households. This personalised budget will provide up to £500 per guest for essential support. This will be accessed on an individual basis via the practitioner supporting the family. This policy will be in keeping with other personalised budgets administered by the County Council.

25. The proposed structure is outlined below:



26. The staffing team requested has the responsibility for all the required process and procedures set by the Home Office and the Department for Levelling up Housing and Communities, DLUHC. These processes are not as efficient as other programmes of work and therefore require additional resource to ensure we have the capacity to respond to the needs.
27. The rationale for discounting other options e.g. commissioning a service or use of agency staff has been the market availability having tested both options.
28. This team is only one aspect of the support and whilst the team will work closely with both guests and sponsors, they will need the support of a much broader partnership offer to support people arriving.
29. Based on our experiences to date we have identified three key areas for investment, health support, community integration and education, employment and English classes.

Health Support:

30. We have identified that most guests arriving have experienced trauma, not only have they been separated from their homes, their friends, families, communities and customs but also experienced first-hand the impact of war and loss of loved ones.
31. We know that for some people the network of community support and a trauma informed approach may be sufficient, but we also know that there is a need for some support for wellbeing and mental health support.
32. We recommend therefore that an allocation is made to offer some additional short-term capacity to support the development of trauma informed approaches across the partnership and also access to specialist support with bereavement, loss and the impacts of trauma.

Community Integration:

33. Resettlement relies heavily on the integration of guests into the community. This not only includes them learning about the way we live but also accessing the help and support available. In keeping with our strategic plan we want people to be supported to do this first and foremost through their local community.
34. Support Staffordshire have been critical in supporting a range of organisations to step up and support Ukrainian guests who have arrived. This support is critical to most people to help them experience the best of our communities.

35. We recommend that we offer financial support to the sector via a small grant scheme to increase the capacity and support available to those resettling in Staffordshire. The aim of this grant scheme would be to support the sector to deliver additional activities, events and services to support people to remain independent, resilient within their community.

Access to Education, English Classes and Employment Support

36. Early Years: Support is available for families who need a place in early years provision or nurseries for children aged 2, 3 or 4 years of age.
37. Education: Where newly arrived guests have children, we are keen to assist with getting access to school placements where this is required. Applications for school places are referred to as 'in-year' and will be made directly to the requested school in the first instance. The County Council's School Admissions Team is providing advice on school place availability and how to proceed if sponsors or guests experience difficulty.
38. The Department of Education (DfE) is also providing additional funding to the County Council to provide education services for children from families arriving from Ukraine under Home for Ukraine Scheme. The DfE will allocate funding on a per pupil basis for the three phases of education at the following annual rates:

- a. Early years (ages 2 to 4) - £3,000
- b. Primary (ages 5 -11) - £6,580
- c. Secondary (ages 11-18) - £8,755

English Speaking Other Languages

Digital FlashAcademy programme:

- a. Learners can learn from Ukrainian to English,
- b. Provides 'whole family learning', with both children and adults in a family learning from the same platform, this has been shown to improve engagement and progress
- c. Learning continuity: FlashAcademy is used by nearly 1,000 schools and colleges across the country and is the UK's No.1 EAL platform, so learners are very likely to be able to continue their learning with FlashAcademy in a school or college settings
- d. A dedicated Ukrainian speaking, user support coach to engage with sponsors and learners to manage and advise. This would also include event support (e.g welcome sessions), full time user management, ongoing assessment, documentation translation

Klick2Learn:

- a. Learners will have access to Klick2Learn Digital Learning Hub which is a complete package for ESOL learners with two digital courses, an assessment, collaboration tools and additional learning resources. The Klick2Learn Digital Learning Hub is complementary to the Digital Flash Academy. Again, this will be facilitated through the purchase of appropriate licenses for all guests and is available to adults across the Homes for Ukraine Scheme.

Adult and Community Learning:

- a. Staffordshire's Community Learning Service delivers a range of accredited courses which will help improve skills for employment and everyday life.
- b. Classroom based ESOL courses in Burton-upon-Trent, Lichfield, Tamworth and Stafford.

Libraries:

- a. The Library Service is coproducing an extensive offer for guests and their sponsors, including access to community support groups, community touchpoints, reading materials, school uniform and internet access. Providing Ukrainians with a range of free reading, listening, learning and entertainment opportunities, multimedia content provider Odilo launched a free app for both Android and iOS in early April. Available across Europe, the app includes 3000 e-books and audiobooks in a variety of genres, including 1,700 Ukrainian titles and 500 in English. There is material for both children and adults.

DWP:

- a. The Department for Work and Pensions (DWP) has had approval for emergency regulations so that those arriving in the UK from Ukraine as a result of the Russian invasion can access Universal Credit and jobs support immediately. They have the Job Centre Plus offer available and outreach support for guests to help them get into work.

Unaccompanied Children

39. On 15 July 2022 the Homes for Ukraine Scheme was expanded to include eligible children who had already applied for visas through the scheme. To assist the process for handling these applications (made before 15 July 2022), the Department for Levelling Up, Housing and Communities, DLUHC, published initial guidance for the Homes for Ukraine scheme for

Ukrainian children who are not travelling with or joining their parent or legal guardian.

40. The process for new applications for Ukrainian children, who are not travelling with or joining their parent or legal guardian, under the Homes for Ukraine scheme, is different to the main scheme and requires the planned sponsor / host to undergo safeguarding checks before an eligible child can begin their visa application.
41. On 28 July 2022 a new online system was launched by the Department for Levelling Up, Housing and Communities, DLUHC, to enable planned sponsor applications to be made and checks to be undertaken. The safeguarding checks on the sponsor must be complete before a new visa application for an eligible child can be started.
42. Children arriving under this element of the scheme will be able to live in the UK for up to 3 years and access education, healthcare, benefits, employment (as appropriate under UK law) and other support. With this in mind the County Council and its partners have implemented the pre-arrival checks, which include the five-stage screening process (see paragraph 3 above) with the addition of a County Council led assessment of the suitability of the prospective sponsorship arrangements for the eligible child under the guidance of the Private Fostering framework.
43. In England the Private Fostering framework only applies to children up to 16 (or 18 for children with a disability), and where the child is not being accommodated by a parent or legal guardian (or other person with parental responsibility) or a relative (as defined in the Children Act 1989). However, given the additional vulnerability of this group of children and young people, councils are asked to carry out these assessments for all children entering the UK under this expanded scheme.
44. The sponsor will have the option to receive a monthly £350 thank you payment for while a child stays with them for up to 3 years of their leave. This is subject to change if the individual turns 18 during this period and is therefore no longer a child. Where the individual turns 18 but has not been in the country for 12 months, the sponsor will be eligible for the payment for up to 12 months, in line with the wider Homes for Ukraine scheme. Where the individual turns 18 but has already been resident for more than 12 months, thank you payments to sponsors will stop.

Legal Implications

45. The Council has statutory duties under the Children Act (1989) and (2004), the Care Act (2014) and the Safeguarding Vulnerable Groups Act (2006) to make arrangements to ensure that when discharging functions

there is regard for the need to safeguard and promote the welfare of children and adults at risk of abuse and neglect.

46. The Council has further statutory obligations, specifically for the Homes for Ukraine scheme and resettlement. Following guest(s)' arrivals, councils should confirm as soon as possible, by way of an in person visit, that the guest(s) are safe and well and that there are no serious safeguarding or welfare concerns or apparent needs for care and support. Where it is suspected that the adult may have care and support needs, a needs assessment should be undertaken in line with the requirements of the Care Act 2014.
47. The Council is also obliged to undertake safeguarding checks on the sponsor(s) / host household, including DBS and a review of local intelligence, if any, in line with the Working Together to Safeguard Children guidance.
48. There are further legal responsibilities imposed on the host household / lead sponsor for their property, which is set out in the Department for Levelling Up, Housing and Communities, DLUHC, guidance and includes requirements to check their mortgage lenders website for guidance and notify their insurer that they will be hosting guests from Ukraine, prior to the guest's arrival.

Finance and Resource Implications

49. DLUHC has provided funding at a rate of £10,500 per person, to the County Council to enable it to provide support to families to rebuild their lives and fully integrate into the communities of Staffordshire.
50. The £10,500 for each Ukrainian national is available for the first year of the scheme. However, this money can be used in later years. We therefore propose that the money is used across the next 3 years in line with their visa application.
51. The sponsors are eligible for an optional 'thank you payment' of £350 per month for as long as the guest remains in their accommodation for up to 12 months. The Department for Levelling Up, Housing and Communities, DLUHC, has set the payment nationally and allocates the funding for these payments per sponsor household.
52. The total cost of the Resettlement Integration & Independence Support Offer will be managed so that all costs are met from the Department for Levelling Up, Housing and Communities, DLUHC, Homes for Ukraine funding and Staffordshire County Council will not incur any additional costs.

53. We are recommending that a Resettlement team is built for a fixed period of 2 years, staff will be employed on a 2-year fixed term contract. Any exit costs associate with this will be met by the Department for Levelling Up, Housing and Communities, DLUHC, funding.
54. The purpose of the Homes for Ukraine tariff grant is to provide a per-person tariff to support local authorities to provide wrap-around support to individuals and families to rebuild their lives and fully integrate into communities.
55. This payment includes a 'welcome payment' which is made to all guests arriving in Staffordshire. This payment is £200 per guest and is deducted from the total allocation.
56. The Department for Levelling Up, Housing and Communities, DLUHC, expect the County Council to use the tariff to meet all of their associated costs (both for providing council services and for administering payments). The Department for Levelling Up, Housing and Communities, DLUHC, have formally recognised, however, that a small number of Local Authorities may incur additional essential costs above and beyond what could reasonably be regarded as normal expenditure and not available through other mainstream funding mechanisms. The Department for Levelling Up, Housing and Communities, DLHUC, therefore consider claims for such costs on an exceptional basis only.
57. As a two-tier local authority there is an expectation that this grant supports both local authorities to ensure that they can provide the support required.
58. District & Borough Councils have and continue to administer 'thank you' payments at a rate of £350 per sponsoring household per month, paid in arrears as long as the guest(s) remain in their accommodation, for up to 12 months.
59. The table below highlights expenditure and forecast to date as at 17/10/22. The forecast expenditure is for a 3 year period.

Sponsors & Guests Demographics (as at 17.10.2022)	
Number of Sponsors (as at 17.10.2022)	424
Number of Guests (as at 17.10.2022)	723
Forecasted Income:	
Funding Per Guest	£10,500
Potential Total Funding Available (as at 17.10.2022)	£7,591,500
Proposed Expenditure:	
County Council 20% Contingency*	£1,518,300

Administration Fees Reimbursement to D&B	£500,000
Forecasted Guest Payments	£144,600
Disclosure & Barring Service Checks	£57,240
Digital Support	£23,100
Digital Flash Academy Licenses & Set-Up	£136,500
Klick2Learn Digital Learning Hub Licenses & Set-Up	£86,600
Community Impact Assessment	£40,000
Interpreters	£45,000
Personalised Budget for guests	£1,084,500
Health Support e.g. Mental Health Support for guests	£250,000
Community Integration Support including Grant Scheme	£400,000
Proposed Staffing Expenditure:	
G14 Resettlement Lead (1FTE)	£301,584
G10 Performance Manager (1FTE)	£194,980
G12 Commissioning Manager (1 FTE)	£240,157
G10 Resettlement Practitioner Lead (2 FTE)	£389,960
G8 Practitioners (8 FTE)	£1,176,520
G5 Business Support Assistants (1 FTE)	£99,569
G7 Senior Business Support Assistant (2FTE)	£254,968
G10 Commissioning Officers (2 FTE)	£259,568
Operational Delivery Budget	£89,700
Partnership Workforce Training	£100,000
Expenditure Summary:	
Total Expenditure:	£7,523,237.94
Remaining Grant:	£68,262.06

60. This financial breakdown is accurate at the time of this report being written. However, the amount we are paid and the number of sponsors is subject to change. Therefore, we seek support to spend in line with these proposals based on the actual costs incurred.

Risks & Issues:

61. A Risks & Issues Log for this area of business continues to be maintained. The following significant risks remain:

- a. The programme remains the only of its kind, offering people an opportunity to match themselves with households with no prior relationship. This arrangement is open to risk due to the vulnerability of some guests and sponsors which we continue to manage on a case by case basis.
- b. We are receiving increasing requests to deviate from the national guidance on the sponsor payment due to cost-of-living pressures. A

number of Local Authorities have increased the payment either for the winter to ease pressures that they perceive they will have over Christmas or more permanently. Having analysed the approach taken by other areas the partnership would support adhering to the national guidance and lobbying if we feel an increase is warranted given the short term 1 year funding provided.

- c. There remain pressures on access to local temporary accommodations when places do breakdown. Traditionally local authorities would use hotel accommodation on a temporary basis. These options have reduced and the number of requests have increased both within this programme and beyond putting an additional pressure on the housing authority. The districts and boroughs have had to use accommodation outside of their local area to meet the local needs however are still managing to find short term accommodation while rematches progress sometimes at an increased cost.
- d. There is a risk that the number of breakdowns increase over the winter as we have now exceeded the initial ask for 6 months. The approach to rematching using those who expressed an interest is still being used however can be challenging with larger household groupings. However, we have based the allocation to districts/boroughs on a breakdown rate of 50% to reflect the impact that may be felt in relation to housing in the coming months and the role of the resettlement team will be to work with households to increase independence e.g. finding their own homes.
- e. There is a risk that the number of breakdowns increase in the lead up to and over the Christmas period. A housing subgroup has been established to understand and mitigate against any potential impact. The Resettlement Practitioners are working with guests and sponsor to identify at the earliest opportunity and mediate, where possible, any potential breakdowns. In order to expedite rematching EOI hosts are being proactively contacted and the required check initiate to create a pool of EOI hosts who are ready to accept guests as soon as matched.
- f. Whilst significant improvements have been made, the quality and accessibility of data is still evolving and developing nationally, regionally and locally. The systems used are challenging and require manual manipulation to achieve good data and performance information.
- g. Whilst significant improvements have been made, the quality and accessibility of data is still evolving and developing nationally.
- h. Meeting the expectations of the public in terms of the role of the Council, impacting upon the Council's reputation continues to be challenging.

Climate Change Implications

62. Although there are no direct climate change implications resulting as a result of the recommendations set out within this report, it is recognised

that there will be indirect impacts, for example, travel to access services, the Resettlement Integration & Independence Support Offer will work to reduce these impacts as part of the wider commitment to tackling Climate Change by:

- a. Supporting guests to access local schools, colleges and places of work.
- b. Providing an online digital English for speakers of other languages, ESOL, offer.
- c. Considering the requirements of the guest(s) when supporting a rematch or move to permanent accommodation to ensure they are close to the services they require so as to minimise the need to travel that would add to Staffordshire's transport carbon impact.

List of Background Documents/Appendices:

- Staffordshire Homes for Ukraine Operating model (available on request).
- Recently released Government figures showing the number of visas issued can be found here: [Homes for Ukraine sponsorship scheme – numbers of visas issued - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/statistics/homes-for-ukraine-sponsorship-scheme-numbers-of-visas-issued).
- Additional details regarding the Homes for Ukraine Scheme have also recently been updated as follows: [Homes for Ukraine scheme: frequently asked questions - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/consultations/homes-for-ukraine-scheme-frequently-asked-questions)
- Relevant council guidance has been updated and can be accessed below: [Homes for Ukraine: guidance for councils - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/consultations/homes-for-ukraine-guidance-for-councils)
- Homes for Ukraine local authority grant determination: [Homes for Ukraine \(2022-23\) local authority tariff payment grant determination No. 31/6205 \(England\) - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/consultations/homes-for-ukraine-2022-23-local-authority-tariff-payment-grant-determination-no-316205)
- Adult and Community Learning ESOL: [English for speakers of other languages \(ESOL\) - Staffordshire County Council](https://www.staffordshire.gov.uk/adult-and-community-learning/esol)
- Additional English Learning Opportunities: [English Learning Opportunities - Homes for Ukraine | Staffordshire Connects](https://www.staffordshire.gov.uk/homes-for-ukraine/english-learning-opportunities)

Contact Details

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Community Impact Assessment

Proposal Title: Homes for Ukraine scheme

Authors : Kelly King & Viki Ashcroft

Date: 3 November 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.

In this section you should consider whether your proposal will impact upon any of the following protected characteristics. Your assessment should also consider where different protected characteristics (e.g. age and gender, or gender and ethnicity) could interact with each other, and any impact this may have for potential inequalities. This will help ensure changes/new practices highlight all opportunities to be inclusive by design (i.e. considering benefits and/or risks and any necessary mitigation).

Protected Characteristics	Benefits	Risks	Mitigations / Recommendations
Page 150 Age - older and younger people	<p>The Homes for Ukraine Scheme will not impact on anyone negatively due to age</p> <p>The proposal seeks to support all ages within the Homes for Ukraine Scheme</p>	<p>Matching older people with young families may cause some tensions</p> <p>Younger people, relocation of schools/move due to rematch or move to permanent accommodation</p>	<p>Ensure matches are adequate and sustainable for as long as possible to seek to reduce breakdowns and rematches</p> <p>Consider schools and places of employment when supporting a rematch or move to own accommodation</p> <p>Access to personalised budgets to support integration, health and wellbeing and employability of guests</p> <p>Ensuring age-appropriate support and whole family consideration when working with guests and sponsors</p>

Protected Characteristics	Benefits	Risks	Mitigations / Recommendations
<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 proposal will ensure existing needs are considered</p> <p>Mental Health support for guests</p> <p>Access to universal services</p>	<p>Guests with disability requiring suitable accommodation</p> <p>SEND requirements of children attending schools and other settings</p>	<p>Ensuring appropriate matches in terms of property requirements</p> <p>Robust move-on plans by working with the District and Borough Councils and housing associations</p> <p>Supporting access to appropriate services</p> <p>Ensuring guests are aware of universal services they can utilise</p>
<p>Gender reassignment - those people in the process of transitioning from one sex to another</p>	<p>The proposal will be available to all guests</p> <p>The county is committed to promoting equality of opportunity and tackling inequalities both in our community and workforce</p>	<p>Sensitivity to wider public perspectives of gender reassignment</p>	<p>Sympathetic rematching where possible</p> <p>Staffordshire is a place where there is equality of opportunity for all, regardless of circumstances</p> <p>Raising Awareness, and Celebrating Differences</p> <p>Staffordshire County Council develops and delivers services that are inclusive and accessible to all</p>
<p>Marriage & Civil Partnership - people who are married or in a civil partnership should not be treated differently at work</p>	<p>The proposal will be available to all guests regardless of marital status or civil partnership</p>	<p>It is predominantly woman coming to UK as some males must remain in Ukraine for the war. Therefore, guests may be affected by separation</p>	<p>The Resettlement team will have a regular physical presence with guests and sponsors to provide IAG and support in particular access to Mental Health support and access community support networks</p>

Protected Characteristics	Benefits	Risks	Mitigations / Recommendations
		and have other support needs	
<p>Pregnancy & Maternity - women who are pregnant or who have recently had a baby, including breast feeding mothers</p>	<p>Access to universal maternity services, health visitor service, early years provision</p>	<p>Guests may be unaware of services they are able to access</p> <p>Language barrier</p> <p>Cultural differences</p> <p>No funding for babies born in the UK under the Homes for Ukraine</p>	<p>The Resettlement team will have a regular physical presence with guests and sponsors to provide IAG and support</p> <p>Promoting the uptake of the ESOL offer</p> <p>Guests can claim any relevant benefits for maternity and their children</p>
<p>Race - people defined by their race, colour, and nationality (including citizenship) ethnic or national origins</p>	<p>A multicultural society will bring together difference experiences and respecting cultural differences</p> <p>Guests have three years leave to remain in the UK and will have the right to work, study and access public funds</p>	<p>Integration and language barriers</p> <p>What will happen after the 3 years? Unknown</p>	<p>Promoting the uptake of the ESOL offer</p> <p>Keep up to date with current legislation and guidance from DLUCH</p> <p>Work closely with our partners including District and Borough Councils, parish councils, community groups, faith groups, friends of groups organisations to ensure guests feel settled, integrated and are supported to access advice as required</p>

Protected Characteristics	Benefits	Risks	Mitigations / Recommendations
<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>A multicultural society will bring together difference experiences, religions and philosophical beliefs</p>	<p>Barriers to integration Cultural differences Language barrier</p>	<p>The new resettlement team will promote inclusivity religious diversity and cultural support to aid integration and community cohesion</p> <p>Promoting the uptake of the ESOL offer</p> <p>Signpost to places of worship</p> <p>Raising awareness in the community through engagement and communications</p> <p>Continue to work closely with our partners including District and Borough Councils, parish councils, community groups, faith groups, friends of groups, statutory services to ensure guests feel settled, integrated and are supported to access advice as required</p>
<p>Sex - men or women</p>	<p>The proposal will be available to all guests regardless of sex</p>	<p>It is predominantly woman coming to UK as some males must remain in Ukraine for the war. Therefore, women may be</p>	<p>The Resettlement team will have a regular physical presence with guests and sponsors to provide IAG and support in particular access to</p>

Protected Characteristics	Benefits	Risks	Mitigations / Recommendations
		disproportionately affected by bereavement and have other support needs	<p>MH support and bereavement support services</p> <p>Continue to work closely with our partners including District and Borough Councils, parish councils, community groups, faith groups, friends of groups, statutory services to ensure guests feel settled, integrated and are supported to access advice as required</p>
<p>Sexual orientation - whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes</p>	<p>The proposal will be available to all guests regardless of sexual orientation</p>	<p>UK is generally more tolerant to sexual orientation</p> <p>Sensitivity to wider public perspectives of sexual orientation</p>	<p>Continued engagement with guests and sponsors through the proposed new resettlement team will ensure any issues are highlighted and dealt with quickly and appropriately</p> <p>Grants scheme to build capacity in the community and voluntary sector and deliver additional activities, events and services to support people to remain independent and resilient within their community</p>

➤ **Workforce Assessment**

Key considerations:

- Consider the impact of your proposal on staff with different **protected characteristics** – the staffing profile data can be a useful source of evidence and can be presented below in graph form to supplement your narrative.
- You should consider the impact of job losses (pre and post change), changes to terms and conditions, available support for staff and what the HR protocols are.

For support to complete this section, please contact your People Operations Adviser.

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
New staff employed under the Homes for Ukraine Resettlement and Integration Team	<p>Increase in jobs and skills within the organisation</p> <p>Upskilling existing employees</p> <p>Opportunities for the local community</p>	<p>There are no highlighted risks in relation to staffing and in relation to the protected characteristics as Staffordshire County Council are an equal opportunities employer</p>	<p>Staffordshire County Council is an equal opportunities organisation and Disability Confident employer. We encourage applications from all background and communities</p>

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

➤ 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:

- Determine how the proposal will impact on resident’s health and wellbeing (mental and physical), and whether the proposal will impact on the demands for, or access to health and care services for those eligible for care and support under the Care Act 2014.
- Also consider whether your proposal promotes healthy lifestyles, personal responsibility and independence (including independent living) with support from family, friends and/or the community.
- Please contact the [Public Health Team](#) for further advice and guidance if the proposal potentially has a more significant impact on public health, or if you require further input into how to make that judgement.

Key considerations	Benefits	Risks	Mitigations / Recommendations
The proposal seeks to encourage good health and well-being, resilience and independence for our Ukrainian guests recognising the trauma and upheaval they have faced as a result of the war	Access to health and mental health support and with securing independent properties and access to local	Guests have experienced trauma, separation from family members and the	Encourage good health and wellbeing, resilience and independence by ensuring robust and sufficient support is in place for

Key considerations	Benefits	Risks	Mitigations / Recommendations
	<p>support networks will promote a positive impact on health and wellbeing of guests</p> <p>Sponsors who have successfully supported guests will feel empowered and proud of the help and support they have provided to guests in their time of need</p>	<p>ongoing impact of the war</p> <p>Lack of uptake of Mental Health support</p> <p>Language barrier/confidence to highlight issues</p> <p>Appropriate signposting to services</p>	<p>wellbeing and mental health support so that communities can thrive</p> <p>Continued engagement with guests and sponsors through the proposed new resettlement team will ensure any issues are highlighted and dealt with quickly and appropriately</p> <p>Allocate some short-term capacity to support the development of trauma informed approaches across the partnership and access to specialist support with bereavement, loss and the impacts of trauma</p> <p>Specific training for the new resettlement team to support guests</p>

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➤ Communities Assessment

Use this section to identify the impact of the proposal on communities.

Key considerations:

- Determine whether your proposal will provide opportunities to strengthen community capacity to create safer and stronger communities and provide opportunities for volunteering.

- Consider the different localities and communities your proposal may impact, identifying any communities that could be more adversely impacted than others, for example, rural communities.
- Engage with [Strategic Delivery Managers](#) (SDMs) – they have a great deal of knowledge about their relevant localities and will be key to providing insight and expertise.

Key consideration	Benefits	Risks	Mitigations / Recommendations
<p>How the proposal impacts upon Ukrainian guests, sponsors and the wider community</p>	<p>Strengthen community capacity</p> <p>Improve community cohesion and integration</p> <p>Increase opportunities for employment and employability</p> <p>Support is available for early years provision and school places</p>	<p>Community and voluntary sector unable to meet increase in demand for services</p> <p>Guests unable to integrate successfully</p> <p>Relationship breakdowns with sponsors</p> <p>Language barrier</p>	<p>In keeping with our strategic plan we want people to be supported to access help and support through their local community by helping themselves and each other</p> <p>Grants scheme to build capacity in the community and voluntary sector and deliver additional activities, events and services to support people to remain independent and resilient within their community</p> <p>Continue to work closely with our partners including District and Borough Councils, parish councils, community groups, faith groups, friends of groups, statutory services etc.</p>

Key consideration	Benefits	Risks	Mitigations / Recommendations
			<p>ESOL: Flash Academy provides a whole family learning approach</p> <p>Klick2Learn provides a digital learning hub for guests</p> <p>Staffordshire's Community Learning Service delivers a range of accredited courses and classroom based ESOL.</p> <p>The Library Service is coproducing an extensive offer, including; community support groups, touchpoints and reading materials</p>

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➤ 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 considerations:

- Determine whether the proposal will impact economic growth and whether it will promote Staffordshire as a 'go to' location for new businesses to invest and start up and existing businesses to grow.
- Consider whether the proposal will impact upon resident's income and access to good quality jobs.
- Also consider how the proposal will allow residents to improve, diversify and adapt their skills and qualifications.

Key consideration	Benefits	Risks	Mitigations / Recommendations
<p>The proposal will impact upon the ability for guests to access jobs, adapt existing skills and develop new skills and have access to childcare</p> <p>Support Staffordshire's economy to grow</p>	<p>Provides guests with a sense of achievement, giving back to the host country, meeting new people and integrating into society, a sense of purpose</p> <p>Provides financial independence to guests</p> <p>Guests are able to adapt existing skills and develop new skills</p> <p>Live in thriving and sustainable communities</p>	<p>Language barrier may be an issue</p> <p>Access to childcare</p> <p>Access to transport</p>	<p>The Resettlement team will have a regular physical presence with guests and sponsors to provide IAG and support</p> <p>Personalised budgets will allow guests to access up to £500 to assist with resettlement and integration</p> <p>Early years support is available to families with children aged 2, 3 or 4 years of age</p> <p>In year applications for school places are available through direct access to schools supported by advice from the School Admissions Teams</p> <p>Department for Education are providing additional funding to offer education services for children</p> <p>DWP has had approval for emergency regulations so that guests are able to access Universal</p>

Key consideration	Benefits	Risks	Mitigations / Recommendations
			Credit and job support immediately and are offering outreach support

➤ **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:

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Our mission is to ‘Make Staffordshire Sustainable’, and we have made a commitment to achieve net zero emissions by 2050 across every aspect of our service provision and estate. Our [Climate Change StaffSpace page](#) sets out our plans to achieve this which will help you to consider the impact of your proposal on Climate Change and how it helps us to achieve our vision of “net zero”.

- If the project has some negative aspects with this strategic goal in mind, then you should demonstrate how this is to be mitigated.
- It would also be useful if there could be a carbon impact (tonnes of CO2e), attributed to the completion of the entire project.
- Any carbon saving that can be attributed to the proposal, should also be explained and quantified.
- It is essential that you complete the [Climate Change Learning Hub module](#) before completing this assessment.
- If there are no climate change implications arising as a result of the project, you can provide background to show this has been considered.
- Please contact the Sustainability and Climate Change Team at sustainability@staffordshire.gov.uk for further advice and guidance.

Key considerations	Benefits	Risks	Mitigations / Recommendations
Staffordshire County Council is committed to tackling climate change, enhance our environment, and make Staffordshire more sustainable, the proposal sets out a resettlement team based on a district footprint	Reduce Carbon emissions, improve air quality and improve health	Increase use of vehicles due to increase in population	<p>The proposal for the new resettlement team will be district based to reduce the need for travel across the county</p> <p>Utilising digital technologies and virtual working</p> <p>Promote the use of public transport to guests for education, employment or training</p>

Environment Assessment

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

Key considerations:

- You should consider whether your proposal will affect: the built environment; the rural environment including agriculture; air, water and land quality; waste and recycling; and ability to travel/access to transport, particularly sustainable methods.

Key considerations	Benefits	Risks	Mitigations / Recommendations
Not applicable to this proposal			

Cabinet Meeting on Wednesday 14 December 2022

Review of Older People's Nursing Home Capacity and Demand



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

"Nursing homes are an essential service and support the most vulnerable people in our communities.

We need to ensure that the nursing home sector is sustainable so that people can access good quality affordable care when they need it.

The Council can consider how it can best use its assets to develop nursing care in areas where the capacity is insufficient or unaffordable."

Report Summary:

Staffordshire County Council (the Council) supports over 1000 people over the age of 65 to meet their assessed eligible care needs in a nursing home placement. This care is critical to ensuring that the people with the highest levels of need are supported safely and with dignity.

Since the Covid pandemic we have seen a reduction in the availability of nursing home beds of the right quality and at an affordable price, with more nursing home beds closing than are being developed.

We need the nursing home market to be sustainable and to be able to meet the needs of Staffordshire residents. The conclusions and recommendations in this report are designed to increase capacity and ensure access to good quality and affordable nursing care home placements when they are needed.

Recommendations

I recommend that Cabinet:

- a. Note the current challenges and ongoing support to the nursing home market.

- b. Note the residual concerns about the sustainability of the nursing home market
- c. Approve in principle the development of Bracken House in Burntwood and Meadowyrthe in Tamworth into nursing homes, subject to a business case, and delegate the decision on this development to the Cabinet Member for Health and Care in consultation with the Director of Health and Care and the County Treasurer.
- d. Request that potential sites for new nursing homes be identified and business cases for development, including options for development and delivery, brought to a future Cabinet meeting.

Cabinet – Wednesday 14 December 2022

Review of Older People’s Nursing Home Capacity and Demand

Recommendations of the Cabinet Member for Health and Care

I recommend that Cabinet:

- a. Note the current challenges and ongoing support to the nursing home market.
- b. Note the residual concerns about the sustainability of the nursing home market
- c. Approve in principle the development of Bracken House in Burntwood and Meadowyrthe in Tamworth into nursing homes, subject to a business case, and delegate the decision on this development to the Cabinet Member for Health and Care in consultation with the Director of Health and Care and the County Treasurer.
- d. Request that potential sites for new nursing homes be identified and business cases for development, including options for development and delivery, brought to a future Cabinet meeting.

Local Member Interest: N/A

Report of the Director for Health and Care

Reasons for Recommendations:

Background

1. Cabinet last reviewed the care home market in September 2021, and at that time:
 - a. Recognised the role that care homes played during Covid-19 and the impact of the pandemic on the sector.
 - b. Noted and endorsed the Council’s overall strategic objectives and approach to commissioning care homes.
 - c. Agreed not to progress refurbishment of the Hillfield site, Burton-on-Trent, to provide additional nursing home capacity owing to the results of the structural and feasibility studies.
 - d. Approved implementation of guide prices for care home placements. Note that this was overtaken by the Government’s Adult Social Care

- reforms, which required Local Authorities to determine a Fair Cost of Care for care home placements.
- e. Approved extension and variation of the current dynamic purchasing system contract for care homes until than 31/03/2023. This was subsequently extended to 31/03/2024 by Cabinet on 21 September 2022.
 - f. Approved re-procurement of a new dynamic purchasing system for care homes with a revised service specification. This project will commence in 2023 once the Government's intentions for Adult Social Care Reform are clear.
 - g. Approve a phased increase in the number of block booked care home beds in accordance with demand.
 - h. Requested a review of the approach to contracting for complex residential and nursing home placements. This work is ongoing.
 - i. Noted opportunities to use technology and innovation to support care homes.
2. There are 186 care homes in Staffordshire with 6483 beds registered with the Care Quality Commission (CQC) to provide care to people over 65. Of these 89% contract with the Council and accept Council funded placements. The Council currently funds 2083 care home placements in county and a further 384 placements out of county for people over 65.
3. The Council's overall strategic objectives for commissioning care homes are to:
- a. **Improve the quality** of care homes in Staffordshire.
 - b. **Ensure timely access** to care home placements when required.
 - c. **Ensure affordability** of care home placements.
4. Rising demand in the wake of the Covid pandemic as well as difficulties with recruitment and retention and rising costs due to inflation are presenting challenges to the sustainability of the care home market. These are particularly serious for homes providing nursing care for older people and especially nursing care for older people with dementia.
5. This report considers current and projected capacity and demand as well as the challenges facing the market of nursing homes for people over 65. There is a risk that the quality, access and affordability of care cannot be maintained without intervention.

Nursing Home Capacity

6. There are 76 nursing homes in Staffordshire with 4351 beds registered with the CQC to provide nursing care for older people. Most of these homes also provide residential care. The market is a mix of large national, medium sized and small local providers. 25 nursing homes

have fewer than 45 beds, which is the minimum number of beds recommended by Laing & Buisson for a financially viable care home.

7. Staffordshire has relatively fewer total care home beds (residential and nursing) compared to similar local authorities and the England average, but a relatively higher number of nursing beds, as shown in Figure 1. However, the availability of affordable nursing care to meet the needs of people placed by the Council is reducing. New build nursing homes are charging fees at twice the price the Council can afford to pay.
8. Over the last few years there has been a reduction in nursing home capacity in Staffordshire, as shown in Figure 2. Four nursing homes have closed since April 2022. The districts with the lowest number of nursing beds compared to the size of their older population are Tamworth and Newcastle-under-Lyme, as shown in Table 1.
9. The Council commissions around 20% of nursing home capacity, around one third is purchased by private individuals who fund their own care, around one third is commissioned by the NHS or other local authorities, with 14% vacant. Vacant nursing beds include 250 that are out of use for a prolonged period due to insufficient staff, refurbishment, and the requirement for all residents to have single rooms in the wake of the Covid pandemic. The subset of nursing beds for older people with dementia is fully occupied.

Figure 1: residential and nursing capacity per 100,000 population over 65 [source [CQC](#): Local Authority – Staffordshire; comparators - local authority 'family' as set out by DHSC]

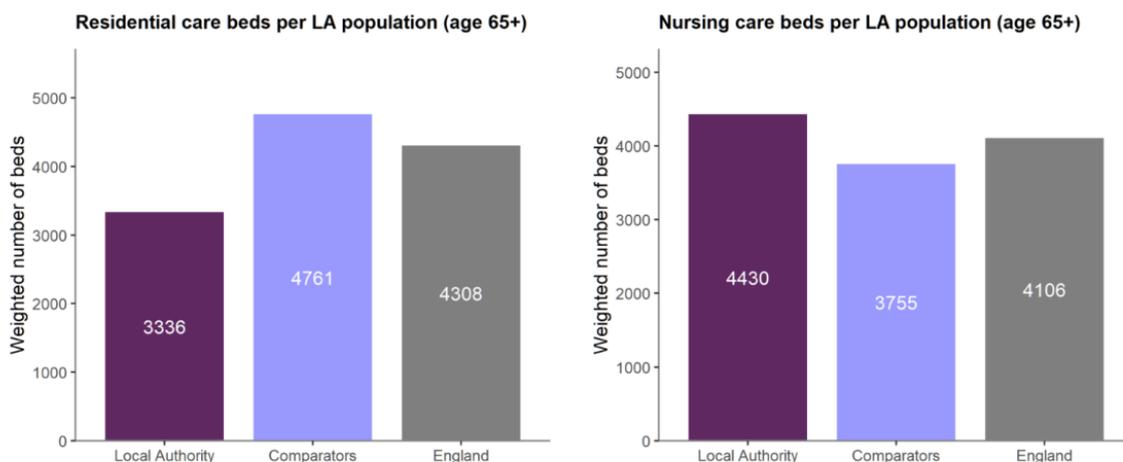


Figure 2: nursing home capacity in Staffordshire

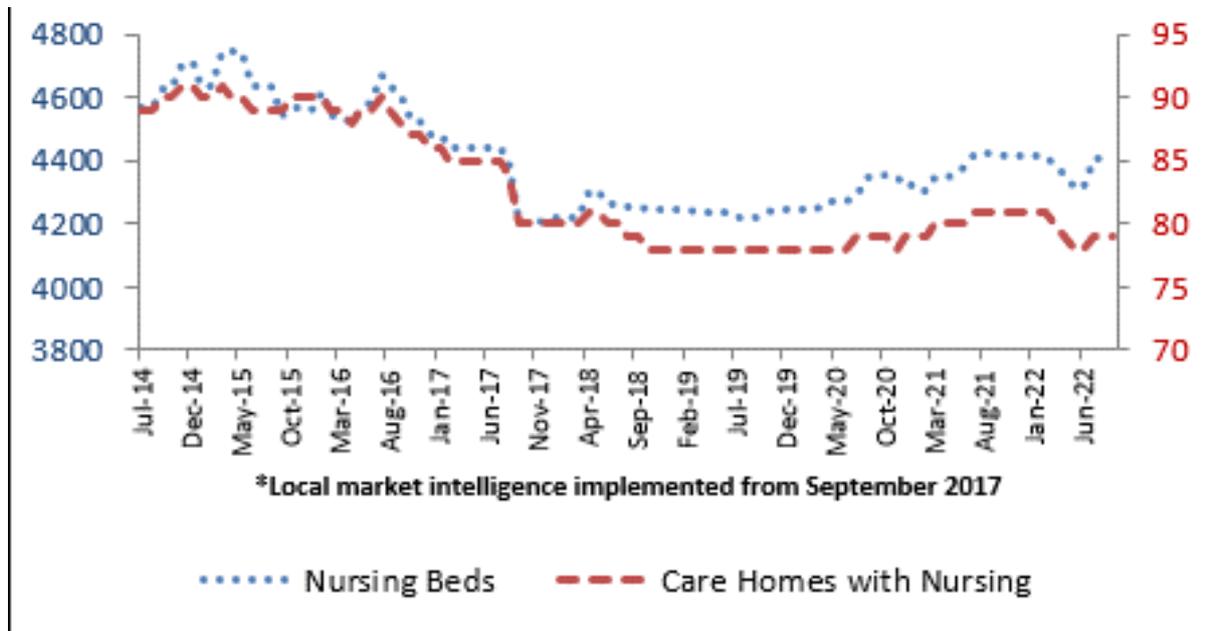


Table 1: nursing home capacity by district at October 2022

District	Number of nursing homes	Number of nursing beds	% of nursing homes with <45 beds	Number of nursing beds per 100,000 65+ population
Cannock Chase	9	467	18%	2379
East Staffordshire	11	522	30%	2230
Lichfield	10	656	10%	2587
Newcastle-under-Lyme	7	482	6%	1789
South Staffordshire	12	688	39%	2474
Stafford	14	820	7%	2632
Staffordshire Moorlands	11	590	26%	2355
Tamworth	2	126	33%	849
TOTAL	76	4351	21%	2241

10. In recent years nursing homes newly built by independent sector providers have tended to be in areas where they believe they can attract greater numbers of private customers. Fees have been significantly higher than planned within the Council's Medium Term Financial Strategy (MTFS). One nursing home has opened in 2022/23 with 89 beds and is charging at least £1900 per week.

11. Planning consent for new build care homes is managed through the district and borough councils. The planning regulations do not require that an application identifies whether the care home will be for nursing or residential care. Planning consent is awarded for three years; if a development has not started in that time the applicant has to reapply.
12. The Council is not routinely consulted about planning applications for new build care homes, although we are on occasion contacted by providers who are in the process of building a home. We are aware of two new build care homes pending, both in Stafford. The intention is to improve this process over the coming months and develop a more detailed understanding of planned new builds.

Nursing Home Demand

13. Demand for all new Council care home placements (residential and nursing) has been around the England average and decreasing relative to the growing older population over the last few years, as shown in Figure 3. For the most recent year for which data is available demand for new care home placements was just above the England average and similar to comparator local authorities once outliers are excluded, as shown in Figure 4. There is no indication that there are avoidable admissions to nursing homes that could be diverted, and no nursing home admissions are made unless the person meets the clinical criteria set by the NHS to receive Free Nursing Care (FNC).
14. Demand for new Council nursing home placements prior to the Covid pandemic was around 50-60 monthly. A similar number ended monthly so that the total number of Council nursing home placements remained broadly static over the period 2016-2020. During the Covid pandemic, fewer care home placements were made and a greater number ended, leading to a net reduction of care home placements.

Figure 3: new care home placements per 100,000 65+ population - Staffordshire (light dots) compared to England (black dots) [source: OHID]

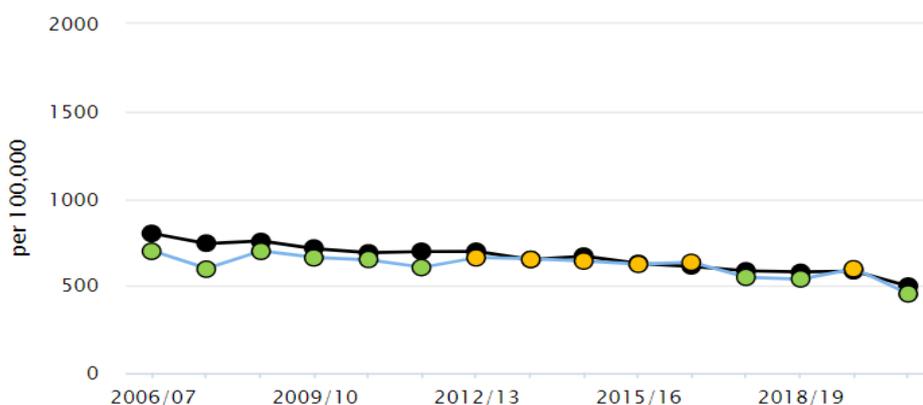
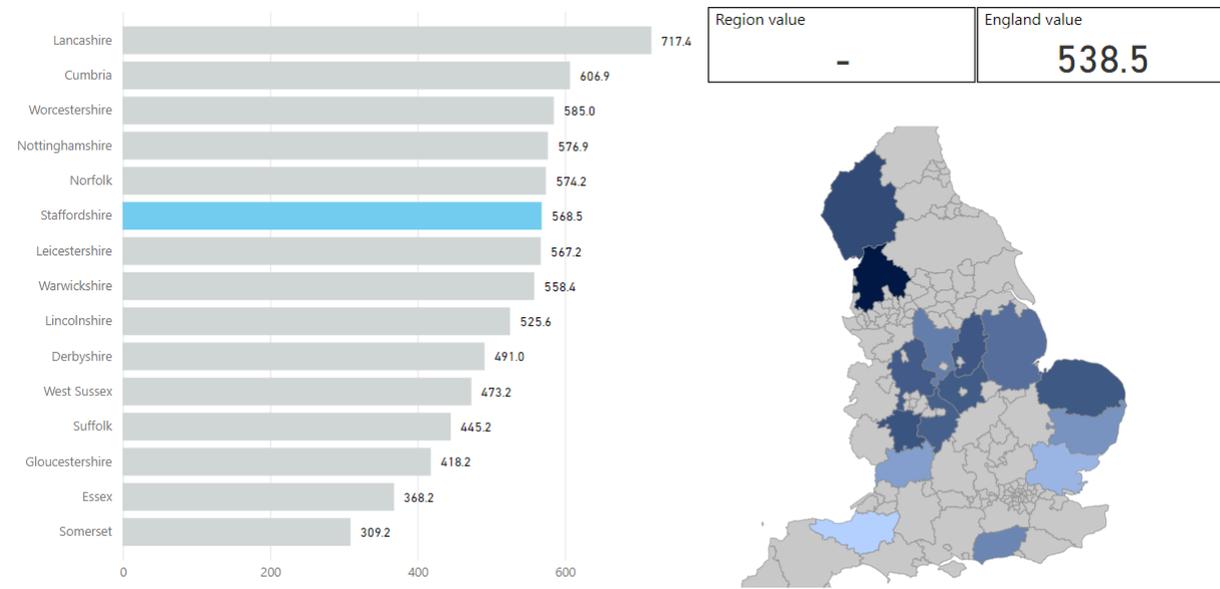


Figure 4: new care home placements per 100,000 65+ population 2021/22 [source: NHS Digital]



15. Demand for new nursing home placements remains below pre-pandemic level at around 40-50 monthly currently. At October 2022 the Council has a total of 1031 nursing home placements: 419 general nursing and 612 nursing with dementia, rates of 215.8 and 315.2 per 100,000 population, similar to the England average. The districts with the highest placement rates relative to their populations are Stafford and Cannock, as shown in Table 2.

Table 2: Council nursing home placements at October 2022

District	Total Council nursing home placements		Total Council nursing home placements per 100,000 65+ population	
	General nursing	Dementia nursing	General nursing	Dementia nursing
Cannock Chase	25	64	127.4	326.1
East Staffordshire	38	63	162.4	269.2
Lichfield	48	71	189.3	279.9
Newcastle-under-Lyme	35	67	129.9	248.6
South Staffordshire	51	51	183.4	183.4
Stafford	82	80	263.2	256.8
Staffordshire Moorlands	48	61	191.6	243.5
Tamworth	30	32	202.1	215.6
Out of County	62	123	N/A	N/A
Staffordshire	419	612	215.8	315.2

16. Recent trends in the total number of nursing home placements are shown in Figure 5 along with a projection of the anticipated future total number of placements. With a rising number of older people, the Council can expect to have 335 more placements by 2040. Unless nursing home capacity increases the Council will be commissioning a progressively greater proportion of the market by 2040, as shown in Tables 3a and 3b.

Figure 5: recent and projected total number of Council nursing home placements [Assumes number of Council placements per 100,000 65+ population remains constant at county average as in Table 2]

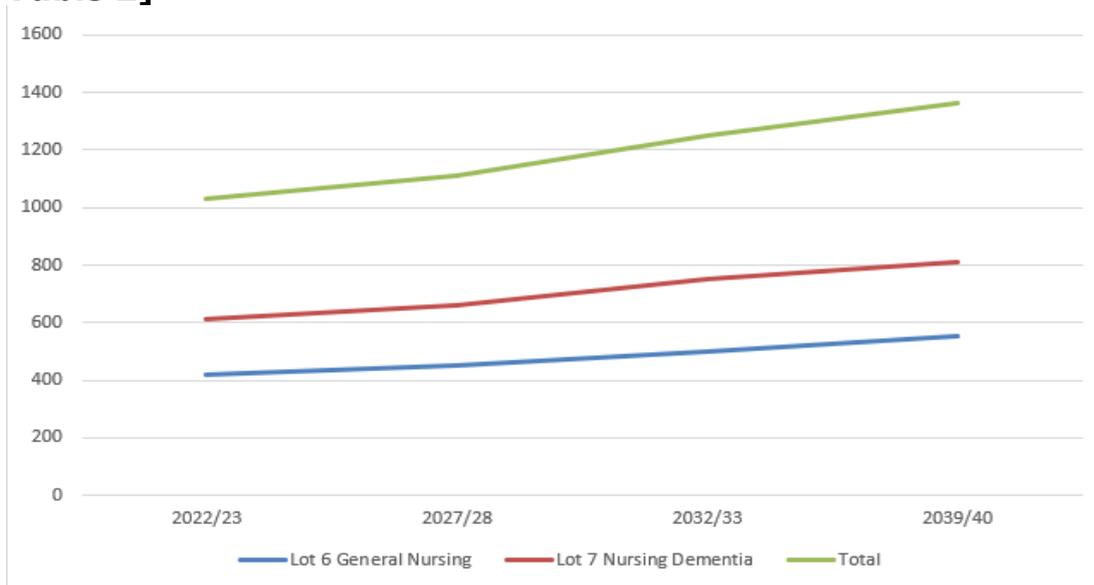


Table 3a: current and projected Council nursing home placements commissioned by Council [Assumes number of Council placements per 100,000 65+ population remains constant for each district as in Table 2]

District	Number of placements at October 2022		Anticipated future number of placements at 2040	
	General nursing	Dementia nursing	General nursing	Dementia nursing
Cannock Chase	25	64	35	90
East Staffordshire	38	63	55	91
Lichfield	48	71	59	87
Newcastle-under-Lyme	35	67	44	85
South Staffordshire	51	51	67	67
Stafford	82	80	113	110
Staffordshire Moorlands	48	61	60	76
Tamworth	30	32	39	41

Out of County	62	123	82	162
Staffordshire	419	612	555	811

Table 3b: current and projected market share commissioned by Council [Assumes capacity remains constant as in Table 1]

District	% of capacity commissioned by Council at October 2022	% of capacity commissioned by Council at 2040
Cannock Chase	19.1%	26.8%
East Staffordshire	19.3%	28.0%
Lichfield	18.1%	22.3%
Newcastle-under-Lyme	21.2%	26.8%
South Staffordshire	14.8%	19.5%
Stafford	19.8%	27.2%
Staffordshire Moorlands	18.5%	23.1%
Tamworth	49.2%	63.5%
Staffordshire	19.1%	26.8%

Quality

17.66% of nursing homes and 59% of nursing beds in Staffordshire are rated Good or Outstanding by the CQC. This is lower than the England averages of 76% of homes and 69% of beds. The districts with the lowest proportions of nursing beds meeting regulatory standards are Cannock Chase and Tamworth, as shown in Table 4.

Table 4: nursing home quality by district

District	Number of nursing homes	Number of nursing beds	% of nursing homes rated Good or Outstanding	% of nursing beds rated Good or Outstanding
Cannock Chase	9	467	44%	37%
East Staffordshire	11	522	64%	60%
Lichfield	10	656	70%	71%
Newcastle-under-Lyme	7	482	57%	70%
South Staffordshire	12	688	67%	77%
Stafford	14	820	57%	50%
Staffordshire Moorlands	11	590	55%	43%
Tamworth	2	126	50%	33%
TOTAL	76	4351	58%	55%

Access

18. The Council has two mechanisms for purchasing care from the independent sector:

- a. Dynamic Purchasing System (DPS) – this is a contract through which the Council is able to agree a standard set of terms and conditions with a range of providers. Individual placements are then made using an electronic brokerage system with the price being agreed at the time of the placement.
- b. Block Booked Beds – uses the same terms and conditions as the DPS but a home is contracted for a fixed number of beds with guaranteed business once these beds are activated. The price is agreed at the point of the award based on the tendered price submitted by the provider.

19. There has been a significant increase in the amount of time required to source a nursing placement, with average sourcing times increasing from 3.8 to 11.8 days for general nursing, and from 4.9 to 16.2 days for dementia nursing since 2020/21. This is primarily as a result of a lack of capacity. The districts with the longest sourcing times currently are Lichfield and Staffordshire Moorlands, as shown in Table 5.

Table 5: sourcing times for placements

District	Average time to source placement (days) – general nursing	Average time to source placement (days) – dementia nursing
Cannock Chase	13.2	13
East Staffordshire	6.2	10
Lichfield	15.9	21.5
Newcastle-under-Lyme	9.4	19.5
South Staffordshire	11.8	10.6
Stafford	13.8	17.8
Staffordshire Moorlands	16.5	20.1
Tamworth	6.8	18
Out of County	N/A	N/A
Total	11.8	16.2

20. The impact of longer sourcing times can vary according to the circumstances relating to the need for a nursing home placement. This could lead to people remaining in residential care for longer when they have nursing needs that cannot be met in these homes, and people remaining at home and needing support from community health services whilst a placement is sourced.

Affordability

21. The average price of nursing home placements has increased by 4.4% since March 2020 in addition to the annual fee uplift applied each year. The districts with the highest average price of new placements are Newcastle-under-Lyme and Tamworth for general nursing, and Stafford and Tamworth for dementia nursing, as shown in Table 6.

Table 6: Average price of nursing placements (in county)

District	Average price of new placements since April 2022 (£ per week)		Average price of all current placements at October 2022 (£ per week)	
	General nursing	Dementia nursing	General nursing	Dementia nursing
Cannock Chase	694	1108	709	972
East Staffordshire	944	1041	814	1022
Lichfield	831	1006	694	862
Newcastle-under-Lyme	1008	969	883	968
South Staffordshire	710	1084	705	1071
Stafford	776	1248	762	1002
Staffordshire Moorlands	753	1051	710	871
Tamworth	991	1186	781	824
Staffordshire	838	1087	757	949

Key Challenges for the Nursing Home Market

22. The following are key challenges to the sustainability of the nursing home market:

- a. Recruitment and retention generally. Homes are finding it difficult to attract and retain staff who are committed and motivated to provide quality care.
- b. Recruitment and retention of registered managers. The average age of registered managers is over 55 years and there is limited succession planning currently.
- c. Recruitment and retention of nursing staff. There is a shortage of qualified nurses nationally and locally which has affected the quality of care in some homes and has led others to deregister to provide nursing care.
- d. Financial viability. Smaller homes find it difficult to generate sufficient revenue to offset increasing costs and this problem has been exacerbated by the rising cost of inflation.

- e. Quality. 35 nursing homes are being monitored through the Council's quality improvement processes, of which 9 are regarded as moderate to high risk. This could lead to further homes being suspended from accepting new placements.
- f. Adult social care reforms. A number of homes market their services wholly to self-funders. The impact of the Government's reforms is difficult to predict but could present a significant risk to these providers as they will lose private income that cannot be replaced by state income because the reforms are unfunded.

Actions Ongoing to Support Nursing Home Market

23. The Council is supporting nursing homes to address these challenges by:

- a. Recruitment and retention generally. The Council is developing a workforce strategy to improve capacity within the care workforce. The intention is to achieve this through a variety of interventions including developing a care apprentice academy, expanding the Council's employee benefits schemes to care workers, developing initiatives to help staff reduce the impact of the rising cost of living, and targeted recruitment initiatives.
- b. Recruitment and retention of nursing staff. The Council is working with Health Education England, Staffordshire University and the NHS, an additional ten Student Nursing Associates will be supported to work within the social care sector as part of their training.
- c. Financial viability. For 2022/23 the Council awarded a 6.24% uplift to all residential and nursing care homes placements. Additionally, there was a 3% quality premium awarded for lower paid placements to support homes to improve quality (total 9.24% uplift) and a productivity saving of 3% for the highest paid placements (total 3.24% uplift). This was designed to both support the lowest paid placements to improve quality and outcomes and to reduce the variation by narrowing the gap between the highest and lowest paid care homes with the same category of care.
- d. Block booking. The Council now has block booked contracts in place for 128 residential and 239 nursing beds - 108 general nursing and 131 dementia nursing, with the distribution by district shown in Table 7. Providers have welcomed block booking as it gives them a guarantee of income for the period of the contract is in place.
- e. Quality. The Council has increased its capacity to support care homes to improve quality of the care, and in partnership with the NHS has developed a targeted resource to support nursing homes. Those homes that fall below the regulatory standards should be implementing a clear plan to improve. Where care homes are repeatedly identified by CQC as requiring improvement, and unable to demonstrate a capacity for sustained improvement despite advice and assistance, the Council will consider whether it can continue to

make new placements and also consider supporting a move of residents, where this is in their interests on a balance of risks.

- f. Technology. The Council is working with care homes to implement innovation and technology to improve outcomes and efficiency, these include 54 RITA systems and 100 Aquarate hydration monitoring systems.

Table 7: block booked nursing beds

District	General nursing beds	Dementia nursing beds	General nursing beds secured in latest tender (included in second column)	Dementia nursing beds secured in latest tender (included in third column)	Total Beds Contracted
Cannock Chase	14	17	5	0	31
East Staffordshire	10	21	0	3	31
Lichfield	8	6	5	0	14
Newcastle-under-Lyme	0	20	0	0	20
South Staffordshire	40	20	0	0	60
Stafford	24	19	3	0	43
Staffordshire Moorlands	7	13	6	1	20
Tamworth	0	0	0	0	0
Out of County (Borders Staffordshire)	5	15	5	0	20
Total	108	131	24	4	239

Further Intervention to Ensure Sustainability of Nursing Home Market

24. Despite these ongoing actions a number of trends suggest that there are residuals risks to the quality, access and affordability of care:

- a. Relatively high proportion of homes below regulatory standards.
- b. Increasing time to source placements.
- c. Increasing prices for new placements.

25. Appendix 1 shows the level of risk to sustainability of the nursing home market based on the variables below. The highest risk appears to be in Tamworth, followed by Newcastle-under-Lyme, Stafford and Staffordshire Moorlands.

26. Without intervention the sustainability of the nursing home market cannot be guaranteed. The proposal therefore is for the Council to develop options for additional nursing home capacity targeted to those

areas of the county where the risks to the sustainability of the market are greatest.

27. The Council would use its capital assets of building and land to develop sites either by itself or in partnership, and lease these to a care provider(s) to operate services. The care provider could be an independent or local authority trading company, potentially in partnership with the NHS to provide the nursing input.
28. This would enable the Council to secure additional capacity, with control over availability of placements, and at competitive and predictable prices. The Council is prohibited from delivering nursing care as an in-house service. Commitments of capital assets should be distinct from the contract with the care provider so that the care provider could be easily replaced in the event that their service were unsatisfactory.
29. There would be two phases:
 - a. Phase 1: Developing the two residential care homes owned by the Council and currently operated by Nexxus Cares, Meadowyrthe in Tamworth and Bracken House in Burntwood, into nursing homes, to include dementia nursing care. Nexxus Cares would provide the nursing care either directly or in partnership with the NHS. This would address the immediate issues in Tamworth and avert escalation of issues in Cannock and Lichfield. It would require some capital expenditure to refurbish the sites suitable for nursing care, and the expectation is that a business case would demonstrate that this would yield net savings longer term compared to the price of new placements in the market. There may be potential to extend Meadowyrthe to increase the number of beds, and this will be included as an option in the business case.
 - b. Phase 2: Building new nursing homes. This would require identification and development of suitable sites, and appointment of an appropriate care or development partner(s). It would require significant capital expenditure and would be dependent on a business case to demonstrate that this would yield net savings longer term compared to the price of new placements in the market.
30. If development of Meadowyrthe and Bracken House is approved then the main steps required for mobilisation as nursing homes are completion of refurbishment, recruiting nurses and CQC registration. Subsequently the expectation would be for a transition from residential to nursing care over time as current placements end or current residents develop higher levels of need.

31. Other options considered for further intervention and discounted are:

- a. Increasing prices. The Council's Medium Term Financial Strategy (MTFS) is based on an assumption that price rises are constrained within the annual fee uplift award. This is currently being exceeded by 4.4% and has not led to additional capacity. Further price rises are unaffordable.
- b. Contracting with nursing homes that border Staffordshire. This option has been tried and has resulted in some additional capacity, however the poor response to the latest tender for block booked beds suggests that this capacity has been exhausted.
- c. Reducing the need for nursing care through more support for people at home. The Council continues to invest in home care; however the market has its own recruitment and retention challenges and is unlikely to be able to significantly increase capacity – especially to look after people with nursing needs who require a level of clinical support not readily available in the community.

Legal Implications

32. The recommendations within this report take account of the Council's internal Procurement Regulations, Financial Regulations and the Public Contract Regulations 2015.
33. If progressed to implementation contracts for refurbishment of existing care homes and development of the new nursing homes would be managed through the Council's partnership with ENTRUST.
34. Any appointment of care providers would be through compliant procurement processes. Any partnership with the NHS would be set out in a Section 75 agreement.

Resource and Value for Money Implications

35. The recommendations in this report are designed to ensure that nursing home placements are affordable within the budget set by the Council's MTFS.
36. Business cases for capital expenditure would be completed using a Net Present Value approach, taking into account capital costs and future savings.

Climate Change Implications

37. Development of Meadowyrthe and Bracken House would accommodate improvements in energy efficiency and low carbon measures. The

specification for any new nursing homes would include measures to minimise the carbon footprint.

List of Background Documents/Appendices:

Appendix 1 – Risk Matrix - Sustainability of Nursing Care Home Market

Cabinet Report: Development of Council Owned Nursing Homes - 19th June 2019.

Cabinet Report: Strategic Review of the Care Home Market in Staffordshire 2021 – 15th September 2021.

Contact Details

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Appendix 1: Risk Matrix - Sustainability of Nursing Home Market

District	Number of nursing beds per 100,000 65+ population	% of nursing beds rated Good or Outstanding	Average time to source placement (days)		Average price of new placements since April 2022 (£ per week)		Overall risk score	
			General nursing	Dementia nursing	General nursing	Dementia nursing	General nursing	Dementia nursing
Cannock Chase	2379	37%	13.2	13	694	1108	8	10
East Staffordshire	2230	60%	6.2	10	944	1041	8	7
Lichfield	2587	71%	15.9	21.5	831	1006	8	8
Newcastle-under-Lyme	1789	70%	9.4	19.5	1008	969	12	9
South Staffordshire	2474	77%	11.8	10.6	710	1084	6	8
Stafford	2632	50%	13.8	17.8	776	1248	7	12
Staffordshire Moorlands	2355	43%	16.5	20.1	753	1051	9	11
Tamworth	849	33%	6.8	18	991	1186	13	13

Methodology

- Number of nursing beds per 100,000 65+ population [Red 1000; Amber 1000-2000; Green ≥ 2000]
- % of nursing beds rated Good or Outstanding [Red <50%; Amber 50-74%; Green $\geq 75\%$]
- Average time to source placement (days) [Red >14 days; Amber 7-14 days; Green 7 days]
- Average price of new placements since April 2022 for each district (£ per week) [Red > 30% above county mean; Amber between 10-30% above county mean; Green 10% above or below county mean]
- Overall risk score: number of nursing beds per 100,000 65+ population and average time to source placement scored Green 1, Amber 2, Red 3; average price of new placements scored Green 2, Amber 4, Red 6.

Community Impact Assessment

Review of Older People's Nursing Home Capacity and Demand

Author: Helen Trousdale

Date: 13/11/2022

➤ 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.

In this section you should consider whether your proposal will impact upon any of the following protected characteristics. Your assessment should also consider where different protected characteristics (e.g. age and gender, or gender and ethnicity) could interact with each other, and any impact this may have for potential inequalities. This will help ensure changes/new practices highlight all opportunities to be inclusive by design (i.e. considering benefits and/or risks and any necessary mitigation).

Protected Characteristics	Benefits	Risks	Mitigations / Recommendations
Page 186 Age - older and younger people	Providing increased provision for people who have a need for nursing care to ensure they remain safe and their care needs are met.	None	
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.	Providing increased provision for people who have a need for nursing care to ensure they remain safe and their care needs are met.	None	
Gender reassignment - those people in the process of transitioning from one sex to another	None	None	

Protected Characteristics	Benefits	Risks	Mitigations / Recommendations
Marriage & Civil Partnership - people who are married or in a civil partnership should not be treated differently at work	None	None	
Pregnancy & Maternity - women who are pregnant or who have recently had a baby, including breast feeding mothers	None	None	
Race - people defined by their race, colour, and nationality (including citizenship) ethnic or national origins	Providing increased provision for people who have a need for nursing care to ensure they remain safe and their care needs are met.	None	
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	None	None	
Sex - men or women	Providing increased provision for people who have a need for nursing care to ensure they remain safe and their care needs are met.	None	
Sexual orientation - whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes	None	None	

➤ **Workforce Assessment**

Key considerations:

- Consider the impact of your proposal on staff with different **protected characteristics** – the staffing profile data can be a useful source of evidence and can be presented below in graph form to supplement your narrative.
- You should consider the impact of job losses (pre and post change), changes to terms and conditions, available support for staff and what the HR protocols are.
- For support to complete this section, please contact your People Operations Adviser.

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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
All groups	Increasing the opportunities for employment within nursing care homes	None	

➤ **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:

- Determine how the proposal will impact on resident's health and wellbeing (mental and physical), and whether the proposal will impact on the demands for, or access to health and care services for those eligible for care and support under the Care Act 2014.
- Also consider whether your proposal promotes healthy lifestyles, personal responsibility and independence (including independent living) with support from family, friends and/or the community.
- Please contact the [Public Health Team](#) for further advice and guidance if the proposal potentially has a more significant impact on public health, or if you require further input into how to make that judgement.

Key considerations	Benefits	Risks	Mitigations / Recommendations
Enabling the Council to ensure it is meeting its statutory duties under the Care Act 2014.	Developing additional nursing car capacity that is affordable and enables people with assessed eligible needs for nursing care to be supported in a safe environment	None	

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➤ Communities Assessment

Use this section to identify the impact of the proposal on communities.

Key considerations:

- Determine whether your proposal will provide opportunities to strengthen community capacity to create safer and stronger communities and provide opportunities for volunteering.
- Consider the different localities and communities your proposal may impact, identifying any communities that could be more adversely impacted than others, for example, rural communities.

- Engage with [Strategic Delivery Managers](#) (SDMs) – they have a great deal of knowledge about their relevant localities and will be key to providing insight and expertise.

Key consideration	Benefits	Risks	Mitigations / Recommendations
Ensuring that any proposed development is meeting identified needs.	The report identifies those areas where there is a risk to market stability and sufficiency of supply of nursing care and the priority would be to mitigate the risks in those areas.	None	

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 considerations:

- Determine whether the proposal will impact economic growth and whether it will promote Staffordshire as a ‘go to’ location for new businesses to invest and start up and existing businesses to grow.
- Consider whether the proposal will impact upon resident’s income and access to good quality jobs.
- Also consider how the proposal will allow residents to improve, diversify and adapt their skills and qualifications.

Key consideration	Benefits	Risks	Mitigations / Recommendations
The proposed recommendations would lead to the development of new care homes and create new employment opportunities, both directly and indirectly (ie through the development and building process).	Positive impact on the local economy through the development of new build care homes which creates more jobs and brings investment into the area.	None	

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:

- Our mission is to ‘Make Staffordshire Sustainable’, and we have made a commitment to achieve net zero emissions by 2050 across every aspect of our service provision and estate. Our [Climate Change StaffSpace page](#) sets out our plans to achieve this which will help you to consider the impact of your proposal on Climate Change and how it helps us to achieve our vision of “net zero”.
- If the project has some negative aspects with this strategic goal in mind, then you should demonstrate how this is to be mitigated.
- It would also be useful if there could be a carbon impact (tonnes of CO2e), attributed to the completion of the entire project.
- Any carbon saving that can be attributed to the proposal, should also be explained and quantified.

- It is essential that you complete the [Climate Change Learning Hub module](#) before completing this assessment.
- If there are no climate change implications arising as a result of the project, you can provide background to show this has been considered.
- Please contact the Sustainability and Climate Change Team at sustainability@staffordshire.gov.uk for further advice and guidance.

Key considerations	Benefits	Risks	Mitigations / Recommendations
The development of new build care homes will be undertaken in accordance with the Council's mission to make Staffordshire more sustainable.	Any new build developments would be deigned and constructed to minimise negative impact on climate change and include landscaping and gardens to mitigate carbon impact. Design principles would include energy and heat efficiency and modern methods of construction.	New build developments will add to the carbon footprint of the council.	Development proposals to include carbon impact and climate change mitigation.

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➤ Environment Assessment

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

Key considerations:

- You should consider whether your proposal will affect: the built environment; the rural environment including agriculture; air, water and land quality; waste and recycling; and ability to travel/access to transport, particularly sustainable methods.

Key considerations	Benefits	Risks	Mitigations / Recommendations
Development of new build nursing homes will require links to all utility services.	To be fully considered and identified as part of the design, planning and development process.	None	Development sites identified and full feasibility study undertaken as part of the business case prior to agreement to proceed.

Cabinet Meeting on Wednesday 14 December 2022

Delivering a Future Vision for the Countryside Estate



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

“There has been a notable increase in the appreciation of, and interest in, our countryside in recent years.

“Our aim is to manage increased accessibility to our countryside estate while protecting the very things that make the country parks, spaces and greenways so attractive.

“And with a growing emphasis on stopping climate change and supporting nature recovery, our new vision for the countryside estate reflects the important role it can have for

local communities, the local economy and for the environment.”

Report Summary:

Staffordshire County Council owns a large countryside estate including six main country parks, a suite of local sites and three greenways, covering an area of 2,280 hectares. This report sets out a new vision for the estate and proposals for an in-house management model that will focus on maximising the benefits of the estate to our communities and environment.

The proposals include a delivery plan showing how actions will support the Council’s strategic objectives. Early priorities include nature recovery work and woodland creation to support net carbon zero; greening the service – electric / HVO vehicles, charging points and promoting wider behaviour change; a Healthy Parks Programme and improved accessibility; developing the volunteering offer; an enhanced business and catering offer at main country parks; extension of pay and display to the north of the county and a Parks Promotion Plan, with improved online presence and on-site visitor welcome and orientation.

Recommendation

I recommend that Cabinet:

- a. Considers and supports the proposed approach for management of the countryside estate and associated delivery plan.

Cabinet – Wednesday 14 December 2022

Delivering a Future Vision for the Countryside Estate

Recommendation of the Cabinet Member for Communities and Culture

I recommend that Cabinet:

- a. Considers and supports the proposed approach for management of the countryside estate and associated delivery plan.

Local Member Interest: N/A

Report of the Director for Economy, Infrastructure and Skills

Reasons for Recommendations:

Background

1. Staffordshire County Council owns a large countryside estate of around 2,280 hectares, including six country parks, nine picnic sites and three greenways.
2. In March 2019, Cabinet agreed to a range of financial sustainability measures for the estate and to explore the potential for longer-term alternative management options, such as transferring management to external bodies or a charitable trust. However, following the pandemic and with a growing emphasis on tackling climate change and nature recovery, a new vision for the countryside estate has been developed which reflects the important role it can play for local communities, the local economy and for the environment.
3. The new vision is based on an in-house management model, which enables a more rapid focus on delivery of outcomes. The new vision is presented below for Cabinet's consideration, along with a summary of how it will support the Council's strategic objectives. A delivery plan is included in Appendix 1 which runs from 2022-2026.

Vision for the Countryside Estate

4. Our new vision for the countryside estate is to provide accessible and inclusive natural greenspace for communities and visitors, actively supporting health and wellbeing. The estate will showcase the Council's work to tackle climate change, support nature recovery and celebrate our heritage, with the needs of conservation and recreation carefully

balanced. Managed by the County Council and supported by community volunteers, the estate will provide opportunities for learning and enjoyment, and provide business opportunities that enhance the visitor experience and contribute to sustainable site management.

5. This new vision for the countryside estate will support the County Council's overall vision for an innovative, ambitious and sustainable county, where everyone has the opportunity to prosper, be healthy and happy.

Supporting our Strategic Objectives

6. The detailed delivery plan to achieve the vision set out above is presented against the Council's strategic aims and can be found in Appendix 1. The plan includes the following elements:

Supporting Staffordshire's Economy

7. Staffordshire's rural environment and green spaces underpin the county's offer as a great place to live, work and visit. The Council's significant countryside estate is an important part of this offer and, with improvement and investment, could make a greater contribution to the local economy.
8. The country parks, which include Cannock Chase, Chasewater and Apedale, have great potential to offer an enhanced visitor experience in high quality natural landscapes. These larger sites also have the potential to offer opportunities for businesses which complement the park offer, such as catering, outdoor activities and events. In all cases, due to the sensitivity of the environmental assets on the sites, the aim is to improve the visitor experience and contribute to site management while protecting nature. The estate can also offer opportunities for learning and skills, which can contribute to addressing the current skills shortage in the environment sector.
9. In some cases, enhancing the visitor experience may be through enhanced catering, events and activities. At Chasewater and Cannock Chase there is scope for more significant improvement. A feasibility study is currently exploring developing the visitor offer at Chasewater, focused on the visitor centre and south shore. There is also significant scope to develop the facilities at Cannock Chase Country Park to provide a fit-for-purpose visitor facility for the Area of Outstanding Natural Beauty. These developments will require external investment and will be developed over future years.

10. The key priorities for the estate in relation to the economy are:
- a. Enhance catering offers at country parks.
 - b. Increase provision of business units.
 - c. Parks promotion plan to raise awareness and help people plan their visit.
 - d. Placements and traineeships.
 - e. Expansion and development of facilities at Chasewater Country Park.
 - f. Longer term development of fit for purpose facilities at Cannock Chase Country Park to increase understanding of the AONB.

Climate Change, Environment and Sustainability

11. The countryside estate makes a major contribution to the Council's environmental ambitions. Habitats on the sites are sequestering carbon and supporting climate adaptation through natural flood management. There is some scope to enhance habitats to increase carbon sequestration, for example through tree planting at appropriate locations and peatland restoration. A key priority will be greening the service, moving to electric or HVO vehicles, plant and equipment. There is also scope to further explore renewable energy generation at some locations, e.g. solar panels on depot roofs and small scale wind generation. The sites also provide an opportunity to promote action for climate change and provide public charging points.
12. Management of the sites to enhance habitats plus targeted conservation work will ensure that the sites play an important role in the local nature recovery strategy for Staffordshire. Nearly 60% of the estate is designated as Sites of Special Scientific Interest (SSSI) and much of Cannock Chase Country Park is designated as a Special Area of Conservation, of European significance. The sites support many rare and important species.
13. With support from a range of funding schemes such as Countryside Stewardship, the service manages habitats and species to secure their future. Work beyond the sites is also taken forward in partnership with other organisations to support landscape-scale management and habitat connectivity, incorporating new approaches such as 'rewilding' where appropriate.
14. The key priorities for the estate in relation to the environment are:
- a. Increase carbon sequestration to support net zero delivery.
 - b. Greening the service through electric vehicles and equipment and renewable energy generation where possible.

- c. Targeted management to enhance habitats and species as part of the nature recovery strategy.
- d. Promotion and awareness raising on environmental issues with Climate Change team.

Health, Wellbeing and Community Involvement

15. Numerous studies evidence the benefits of spending time in natural greenspace to people's health and wellbeing, and this became particularly evident during the pandemic. Staffordshire's countryside estate already plays an important role in providing accessible greenspace and a range of healthy activities such as health walks, park runs, etc. As part of the new vision, there is real scope to increase health, wellbeing, community and cultural outcomes.
16. The delivery plan includes actions linked directly to health, such as exploring green / social prescribing, health walks, activity promotion etc. However, it also includes our volunteering offer and how this can be expanded to benefit participants through both physical activity but also social inclusion and reducing isolation. Linking activities to interests such as wildlife, heritage and the arts can help us reach audiences for whom physical activity may not be the main attraction. This section also includes action to reduce barriers to access, both physically and also other barriers such as safety or cultural aspects that may prevent some people gaining the benefits their local greenspace can provide.
17. Community involvement is critical to the success of the countryside estate. Volunteers already play a key role in supporting management and conservation, but there is scope to expand the volunteer offer to provide a range of experiences. A supporter scheme is also proposed for those wishing to find out more about the sites and support their management.
18. The key priorities for the estate in relation to health, wellbeing and community involvement are:
 - a. Healthy Parks Programme of activities.
 - b. Accessibility audits and work to reduce barriers and ensure inclusivity.
 - c. Enhanced cultural / arts / heritage offer.
 - d. Volunteer Strategy and expansion of volunteer programme including volunteer wardens.
 - e. Support Friends groups and develop supporter scheme.

Transport and Digital Connectivity

19. The Countryside Service currently uses its expertise to reduce the dangers of deer crossing highways. The Deer Safety Project has been

running for several years, working with leading experts to test deterrent devices to reduce vehicle collisions. Countryside Officers also deal with dead and injured deer on the highway to ensure safety of road users. This work will continue as the deer population expands in the county.

20. The delivery plan also includes management of the three greenways which provide multi-user routes, and connections to the wider highway and rights of way network from the parks. There is potential to provide EV charging points at busier country parks to support greening.
21. Digital infrastructure is a major constraint at some sites, impacting on both SCC operations but also on the ability to provide up to date services to visitors who now expect good connectivity at key sites. Cannock Chase is a priority due to the number of staff and visitors affected by the currently extremely poor connectivity.
22. The key priorities for the estate in relation to transport and digital are:
 - a. Deer safety project and emergency response.
 - b. EV charge points.
 - c. Greenway management.
 - d. Digital connectivity at key sites.

Best Start

23. Access and proximity to greenspace has been shown to have positive benefits for pregnancy outcomes and early years development, establishing positive behaviours that are likely to continue throughout life. Some links have already been made using country parks as locations for activities linked to early years and working with vulnerable families. There is great scope to expand this role further.
24. Some sites currently support outdoor learning centres, forest schools and other learning activities for children. There is scope to further develop this, expanding to other sites and also working with schools and providers to develop holiday activities, junior ranger events etc.
25. The key priorities for the estate in relation to early years are:
 - a. Programme of activities developed with family support teams.
 - b. Support and expand outdoor learning and forest schools.
 - c. Support wider family activities.
26. The above priorities are set out in more detail in the delivery plan in appendix 1. Key priorities for the next 12 months include:

- a. Enhanced catering offers at main country parks
 - b. Complete feasibility study for Chasewater Country Park
 - c. Extension of pay and display to the north of the county
 - d. Parks Promotion Plan – online presence and welcome signs / orientation
 - e. Nature recovery work for designated sites and target species, and planning work for woodland creation for net zero
 - f. Greening the service – electric / HVO vehicles, charging points etc.
 - g. Sustainability promotion and behaviour change
 - h. Commence development of Healthy Parks Programme and deliver Wayfinding Project at Cannock Chase (partnership scheme funded by Sport England)
 - i. Access audits and work to enhance access where funds currently available – bid for further funding
 - j. Develop volunteer strategy and recruit additional volunteers
 - k. Deliver fibre broadband to Cannock Chase CP
 - l. Deer safety project and callout
27. The proposals have been considered by Prosperous Staffordshire Overview and Scrutiny Committee at its meetings in February and October 2022. The Committee supported the proposals and requested that greater consideration be given to nature recovery including the potential for rewilding, and to explore opportunities for renewable energy generation on the estate where appropriate. These issues have been addressed in the proposals now presented.

Legal Implications

28. There are no significant legal implications to the proposals. The retention of an in-house model significantly reduces pressure on limited capacity in legal services which would be required for other management options.

Resource and Value for Money Implications

29. There are no MTFS commitments linked to these proposals. The MTFS commitment of £496,000 has been met through the restructure of the Environment and Countryside Service, completed in 2022.
30. Given the pressures on Council budgets, no additional funding from internal budgets is being requested at this stage. Instead, it is proposed that the new vision for the countryside estate will be resourced by:
- a. Securing grants and external funding. – Existing grants are already received via Countryside Stewardship for habitat management, and targeted grants for species recovery work. There are further opportunities through lottery, AONB, rural development, levelling up

- and other sources. Availability of funds may impact on delivery of some actions, but some are scalable to resources available meaning that progress can be made in many areas.
- b. Developer contributions – funds have been secured for several sites where nearby developments will significantly increase footfall on country parks and where this may have an impact on the site’s environmental quality or infrastructure, including at Chasewater and Apedale Country Parks. For Cannock Chase, Cabinet has previously agreed a significant programme of protection measures funded by developer contributions which will help manage increasing visitor pressure on protected habitats resulting from an increased population.
 - c. Income from leases, licences and concessions which complement the park offer – e.g. cafes and catering, use of buildings and facilities. It is essential that income generated on the sites is retained by the service and reinvested in site management and operation.
 - d. Costs recovered through pay & display car parking – the Countryside Act enables local authorities to charge for car parking at country parks. It requires that any surplus funds be ring fenced to be reinvested in the management of the park. Pay & display already operates successfully at Chasewater Country Park and at two locations on Cannock Chase. It is proposed that the existing and established pay and display approach be extended to five sites in the north of the county over the next two years, and at further locations on Cannock Chase in line with the previously agreed Cannock Chase protection programme.
 - e. Donations, supporter scheme, crowd funding and sponsorship – there may be opportunities through the supporter scheme and by linking with local communities and businesses to raise funds to support particular park improvements.
31. Should additional SCC funding be required for specific larger-scale projects, a business case proposal will be developed and considered through the appropriate processes under the scheme of delegation. This is likely to be required for improvements at Cannock Chase and Chasewater Country Parks.

Climate Change Implications

32. Generally, the proposals will have a positive impact by supporting climate mitigation and net zero and also contributing to climate adaptation. Greening the service by using moving to low carbon vehicles, plant and equipment will reduce its carbon footprint, and opportunities for renewable energy generation at the sites would also reduce dependency on fossil fuels and contribute to net zero. Greater focus on sustainability in procurement contracts for catering can also reduce both carbon footprint and wider use of resources. Habitat management at countryside

sites will support increased carbon sequestration and natural flood management by intercepting rainfall and increasing infiltration. Forming part of the nature recovery network, the habitats will also support wildlife in adapting to the impacts of climate change through increased habitat connectivity, enabling species to move and find suitable conditions. The sites also provide opportunities to promote community awareness and action for climate change and sustainability, including both climate mitigation and also adaptation.

33. Increases in use of the sites may mean more car use which could have a negative impact. However, provision of electric charging points at larger sites could support uptake of electric vehicles. Much of the promotion will also be targeted to local communities to help them connect to local sites, which may be in walking distance. The promotion of trails and greenways which enable people to access the countryside without a car will also be a focus.
34. It is important to note that climate change will impact on the sites and service. The increase in wildfires is already evident, as is the impact of increased storms on infrastructure and trees. Extreme heat places huge pressure on habitats and also increases risks of safety issues for the public such as water safety. Increased shading at visitor hot spots is being looked at. The impacts on wildlife are also likely to increase, with increasing risks of plant and animal diseases and pressures on some species which may not be able to adapt to changing conditions.

Community Impact Assessment

35. The Community Impact Assessment for the new vision for the countryside estate is presented in appendix 2. The proposals represent a generally positive impact since they seek to enhance the ability for all members of the community to gain the benefits of access to natural greenspace and to protect and enhance the environment.
36. To implement these improvements however, there is a need to recover costs through extending pay and display parking to additional sites. Recognising current cost of living pressures for many service users, a range of measures have been identified to reduce impacts, including:
 - a. Meters will not be installed at new sites until after the current winter period when people's household costs may be high.
 - b. Charges at new sites will be phased in, with an initial voluntary period for a few months.
 - c. Charges at existing sites will remain at the current rate until April 2024. These charges (£1 for up to 2 hours; £3 per day and £36 for an

annual permit) compare favourably with other countryside locations in the area which can charge £3 up to an hour and £8 per day.

d. An annual permit will be available for use at all SCC countryside sites which significantly reduces the cost (to less than 10 pence per day) for people using the sites regularly.

37. Annual permits for those who regularly volunteer at the sites and members of the supporter scheme are also being explored.

38. It is important to note that the costs recovered through parking charges will enable better management of the car park facilities and investment in the management of the sites, including making them more accessible for all abilities, caring for wildlife and heritage and improving the visitor experience.

List of Background Documents/Appendices:

Appendix 1 – Countryside Estate Delivery Plan 2022-6

Appendix 2 - Community Impact Assessment

Contact Details

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Appendix 1 - Countryside Estate – Delivery Plan 2022-2026

The table below sets out the delivery plan for the countryside estate, set against the Council’s strategic priorities.

Priority 1: Support Staffordshire’s economy to grow, generating more and better-paid jobs				
Action	Locations	Time scale	Investment requirements	KPI
Enhance catering offers at country parks	Main country parks	2022-5	Will generally be built into contracts; some infrastructure investment may be required – to be confirmed	New facilities in place; customer feedback; social value; income to reinvest in site management
Explore increased provision of business units and business opportunities that link to the Park offer	Chasewater and Cannock Chase; possible limited opportunities at other sites	2023-6	To be confirmed – external funding may be required	Businesses operating; new start-ups; income to reinvest in site management
Parks Promotion Plan – improved website, social media and promotion of parks offer, including linking with local businesses and cultural industries that complement the offer. Leaflets and site signage.	All	2022-6	Current budget and external funding bids	Web site and social media data – followers / visits / likes / shares
Placements and traineeships to support growth of green sector and address skills shortages	All	2023 ongoing	Explore links with colleges; these would not generally be paid placements. Seek	Placements supported

			external funding for traineeships.	
Extend pay and display car parking at key sites in the north of the county and implement Cannock Chase parking measures in line with SAC protection plans.	Northern sites and Cannock Chase	2023 onwards	Current budget	Costs recovered and invested in sites
Major redevelopment of café and visitor centre facilities at Marquis Drive	Cannock Chase	Long term plan - 2025 onwards	Subject to availability of external funding	New facility in place
Expansion of facilities at Chasewater	Chasewater	2024 onwards	Subject to availability of external funding	New facilities in place
Priority 2: Tackle climate change, enhance our environment, and make Staffordshire more sustainable				
Action	Locations	Time scale	Investment requirements	KPI
Increase carbon sequestration to help meet net zero through tree planting and habitat enhancement	Minor tree planting on most sites; woodland creation at Deep Hayes CP; wetland / peat restoration at Cannock Chase	Ongoing	External funding via woodland grant scheme etc.	Trees planted; carbon sequestered
Support nature recovery through habitat enhancement linked to Local Nature Recovery Strategy (LNRS)	Habitat enhancement at all sites; Management of protected features at	Ongoing	Funding via grants for SSSIs, S106 / CIL / biodiversity net gain funding	SSSI in favourable condition; hectares of habitat restored

	Cannock Chase, Chasewater and Apedale; river restoration and woodland creation at Deep Hayes			
Targeted species recovery work linked to LNRS	Country parks	Ongoing	Existing resources / grants	Species abundance / range
Promotion, education and behaviour change – events and activities to raise awareness of climate change & nature recovery and what people can do	Country Parks (tree giveaways, wildlife web cams, guided walks etc)	Ongoing	Climate Change fund and current budget	Participation
Greening the countryside service (also acts as promotion) – electric / HVO vehicles and equipment, renewable building technologies installed; adaptation measures developed; explore potential for renewable generation on site	All	2022-4	Climate change fund / external funding for additional resource requirements	Carbon reduction
Priority 3: Encourage good health and wellbeing, resilience and independence.				
Action	Locations	Time scale	Investment requirements	KPI
Develop a Healthy Parks Programme to include health walks, mindfulness	Main country parks / all sites as appropriate	2022 onwards	Explore potential health and sports funding	Participants / activities

walks, activity promotion, outdoor gyms, etc. and explore social prescribing models. Link to Better Health Staffordshire plus groups already linked to sites for addiction recovery, mental health support etc. to expand offer.				Health outcomes for specific projects
Undertake a programme of site improvement to improve accessibility and reduce barriers to use, including access for all facilities, dementia-friendly status etc. Ensure improved promotion of information about site accessibility and the site offer is available to target audiences.	All sites	2022 onwards	Some funding already available for Chasewater; significant funding requirement - explore external funding via S106, CIL, AONB, public health, lottery etc.	Visitor surveys
Provide an enhanced community / cultural / arts offer including through volunteers and through externally funded programmes.	All sites	2023 onwards	Existing resources / volunteer support / external funding requirement	Participants / activities delivered
Develop Volunteer Strategy and expand the volunteer programme to include volunteer wardens for key sites and broader	All sites	2022 onwards	Existing resources / volunteer support.	Volunteer hours 2022/3 target 10,000 hours

volunteering to include conservation work, litter patrols, visitor welcome, fire watch, health walk leaders, guided walk leaders.				
Support Friends Groups and develop a Parks Supporter Scheme.	Main country parks	2023 onwards	Existing resources	Number of supporters
Priority 4: Fix more roads, and improve transport and digital connections				
Action	Locations	Time scale	Investment requirements	KPI
Continue to support Highways with deer-vehicle collision reduction and management – deer safety project and emergency response work	Notably Cannock Chase area	Ongoing	Existing resources	Number of collisions
Support sustainability through provision of EV charging at key park locations	Main country parks	2023-5	Climate change fund / business investment	Charging points / use /carbon saving
Manage greenways and rights of way across parks to provide leisure and utility routes	3 greenways / all sites	Ongoing	Existing resources / S106 / CIL / bid for LTP funds	Issues reported
Enhance digital connectivity at Cannock Chase CP and potentially other main parks to enhance both staff operational efficiency and	Cannock Chase / main parks	2022/3	New fibre connection – some budget available	Connectivity improved

support improved visitor facilities and connectivity				
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Priority 5: Offer every Staffordshire child and young person the best start in life, and the chance to achieve their potential.

Action	Locations	Time scale	Investment requirements	KPI
Develop a programme with family support teams, including walks, events and activities. Link to Holiday Activities and Food programme providers.	Main country parks	2023 onwards	Seek external funding and sponsorship as required	Number of participants
Support and expand outdoor learning, forest schools etc.	Main country parks	Ongoing	n/a	Participants
Work with providers to develop activities for children and young people – junior ranger sessions, orienteering etc.	Main country parks	2024 onwards	Seek external funding as required	Participants

Community Impact Assessment

Countryside Estate – New Vision

Project Sponsor:

Catherine Mann, Interim Assistant Director –
Culture, Rural and Safer Communities

Project Manager:

Sarah Bentley, Head of Environment &
Countryside

Date: Tuesday, 06 December 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 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. Gender reassignment - those people in the process of transitioning from one sex to another Marriage & Civil Partnership - people who are married or in a civil partnership should not be treated differently at work Pregnancy & Maternity - women who are pregnant or who have recently had a baby, including breast feeding mothers Race - people defined by their race, colour, and nationality (including citizenship) ethnic or national origins	<p>The Monitor of Engagement in the Natural Environment (MENE) report 2018-19 shows that there are “larger proportions of infrequent visitors in the oldest age groups, lower socio-economic groups and people from black, Asian and minority ethnic (BAME) backgrounds”.</p> <p>The MENE Children’s report 2018-19 also found disparities in the numbers of children spending time outside between more affluent / deprived areas, and that</p>	<p>Financial pressures on Council budgets could impact on service delivery in future due to retaining the estate mainly in house.</p> <p>However current MTFS commitments have been delivered.</p>	<p>The proposal includes measures to increase the long-term financial sustainability of the estate to address the potential financial risks.</p> <p>The focus the proposal gives on delivery rather than further transformation would deliver benefits more rapidly to site users.</p>

Protected Characteristics	Benefits	Risks	Mitigations / Recommendations
<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>children from BAME backgrounds were less likely to spend time outdoors.</p>		
<p>Sex - men or women</p>	<p>Under the revised proposal, resource would be focused on frontline delivery and improving facilities rather than management arrangements. This would enable more rapid delivery of improvements and investment in the sites that would address the barriers to use by some protected groups, such as those referenced above.</p>		
<p>Sexual orientation - whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes</p>			

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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
<p>Staff within the Countryside Service with responsibility for the sites.</p> <p>Due to ongoing selection processes under the staff review, specific data for staff cannot be provided at this time.</p>	<p>Under this proposal, the uncertainties regarding job security which have been ongoing since 2013/14 would come to an end. This would be a huge benefit to staff following the impacts of both the uncertainty of change processes but also the impacts of service delivery during COVID. This would support staff health and wellbeing.</p> <p>It also reduces the risk of staff leaving and of absence which may be high if further change processes were to be required.</p>	<p>n/a</p>	<p>n/a</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
<p>The proposal will impact resident and visitor mental health and wellbeing and help enable positive choices around healthy lifestyles.</p>	<p>The proposed model includes focus on opportunities to support health and wellbeing through improved access to green space and offering targeted activities / offers.</p> <p>Research has concluded that "green prescribing" by medical professionals could help people maximise the therapeutic benefits of spending more time in outdoor green spaces.</p> <p>Research carried out by 'Fields in Trust' calculated that UK country parks and green spaces provide over</p>	<p>n/a</p>	<p>n/a</p>

Key considerations	Benefits	Risks	Mitigations / Recommendations
	<p>£34bn of health and wellbeing benefits, saving the NHS at least £111 million per year through prevented GP visits.</p> <p>The Houses of Parliament publication, 'Green Space and Health' (2016), sets out various health-related facts including:</p> <p>Levels of physical activity are higher in areas with more green space, with people living near the greenest areas achieving the recommended amount of physical activity.</p> <p>A correlation has been observed between those living closest to greener areas and reduced levels of</p>		

Key considerations	Benefits	Risks	Mitigations / Recommendations
	<p>mortality, obesity and obesity-related illnesses.</p> <p>Some indicators of psychological stress, including blood pressure and heart rate, are reduced in participants exposed to visual and auditory stimuli associated with nature.</p>		
<p>The proposal also impacts upon risks in relation to accidents and falls.</p>	<p>Earlier investment in site infrastructure would reduce risks of accidents and falls on sites.</p>	<p>n/a</p>	<p>n/a</p>

➤ **Communities Assessment**

Use this section to identify the impact of the proposal on communities.

Key consideration	Benefits	Risks	Mitigations / Recommendations
<p>The proposal will impact on communities living near the countryside estate, many of which are in rural areas. Impacts include those relating to community capacity; crime and community safety; and education, attainment, training and associated outcomes for children and young people.</p>	<p>The 2018 Revaluing Parks and Green Spaces report references a range of research summarising evidence in support of how green spaces benefit communities, including: “Playing and learning outside is a fundamental part of childhood, and strong evidence from a four-year project commissioned by Natural England showed that learning outdoors results in children being happier, healthier and more motivated to learn.”, and: “Parks and green spaces improve community cohesion by offering shared spaces for community</p>	<p>n/a</p>	<p>n/a</p>

Key consideration	Benefits	Risks	Mitigations / Recommendations
	<p>connections and to tackle social isolation (Cohen-Cline et al., 2015; Hartig et al., 2014; White et al., 2013).”</p> <p>The MENE Children’s Report 2018-19 identified a range of positive visit outcomes reported by adults who had spent time outdoors with children – with the strongest levels of agreement relating to outcomes of enjoyment, feeling calm and feeling relaxed and revitalised. It also found that family and other guardians are an important influence on children’s engagement with nature.</p> <p>Benefits of the proposal include potential to build community capacity & cohesion and involvement in the</p>		

Key consideration	Benefits	Risks	Mitigations / Recommendations
	<p>estate – including in rural communities located near countryside sites. Greater community capacity and involvement will increase pride of place in these local amenities. This helps create a safer and more welcoming visitor environment.</p> <p>The proposal presents opportunities for forest schools and educational activities to support learning and to achieve positive outcomes for children from outdoor visits.</p>		
<p>The proposal will impact on participation in social and leisure activities.</p>	<p>Improved facilities will enhance the leisure offer on sites, enabling regular participation in leisure activities.</p> <p>The 2018 Revaluing Parks and Green Spaces report (as above) summarises how</p>	<p>Car parking charges could impact on affordability to park vehicles on site. These charges are now common at countryside sites, however their</p>	<p>The mitigations as outlined in the proposals – no extension of charges to new sites until 2023; phased approach with initial voluntary period; annual permits at reduced cost for regular users; freeze rate to April 24 - would reduce the impact</p>

Key consideration	Benefits	Risks	Mitigations / Recommendations
	“access to local green spaces has a positive impact on health by encouraging people to be active every day”.	introduction at a time of significant cost of living pressures required consideration.	of car parking charges on the countryside estate.
The proposal impacts on opportunities for volunteering	The proposal includes an enhanced volunteering offer provided by the service.	n/a	n/a

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➤ 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
The proposal will impact businesses linked to countryside and hospitality sectors, and businesses local to the countryside estate. There are also impacts on businesses more generally. Please also see ‘Workforce Assessment’.	Green and natural spaces are fundamental to people’s prosperity. They underpin sustainable economic growth by attracting	Car parking charges may impact but are now commonplace at countryside sites.	Mitigation measures relating to car parking charges are included in the proposals. We will also work with businesses on the sites to explore any further mitigations required.

Key consideration	Benefits	Risks	Mitigations / Recommendations
	<p>businesses and investment and can improve workforce productivity.</p> <p>Green spaces provide important functions to society, which have an economic value. These functions are known as 'ecosystem services', helping reduce costs to local and wider communities. For example, woodlands absorb pollution and lock up carbon, which cleans our air.</p> <p>A Staffordshire Ecosystem Assessment (2014) considered around 35% of the total geographical area of the county. The ecosystem services assessed were</p>		

Key consideration	Benefits	Risks	Mitigations / Recommendations
	<p>valued at more than £110m annually.</p> <p>Research by 'Fields in Trust' calculated the Total Economic Value to an individual of country parks and green spaces is £30.24 per year, and included benefits gained from using green space and non-use benefits such as the future preservation of parks.</p> <p>A case study in the Economic Value of Our Green Spaces Report (Land Trust, 2018) demonstrated how the creation and maintenance of a green space can add value to nearby houses, create and safeguard jobs and generate revenue for local businesses.</p>		

Key consideration	Benefits	Risks	Mitigations / Recommendations
	<p>The 2018 Stoke and Staffordshire Local Enterprise Partnership Strategic Economic Plan states “our natural assets are of great importance locally and nationally and form a major part of our offer to investors.”</p> <p>Investment and improvement of the countryside estate strengthens the part it plays in underpinning Staffordshire’s role as a visitor destination and great place to live / work, attracting inward investment. An improved countryside estate can also support Staffordshire’s workforce to be</p>		

Key consideration	Benefits	Risks	Mitigations / Recommendations
	healthier and improve wellbeing.		
The proposals may affect site users on low incomes.	Free to use green spaces.	Car park charges may be a deterrent for those with low incomes.	The mitigations as outlined in the proposals – no extension of charges to new sites until 2023; phased approach with initial voluntary period; annual permits at reduced cost for regular users; freeze rate to April 24 - would reduce the impact of car parking charges on the countryside estate; explore better walk / cycle links so local people can be less dependent on cars.

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➤ 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 has climate change implications in relation to the county council's countryside estate	The proposal will make a positive contribution to net zero through carbon sequestration, moving to	There is a risk that promoting the sites could increase visits by car. Provision of EV	Promotion of ways to access sites by foot and cycle; sustainability measures built into catering procurement; adaptation measures

Key considerations	Benefits	Risks	Mitigations / Recommendations
	<p>low carbon vehicles and equipment and the potential to generate renewable energy on site. Some of the current buildings include green features such as green roofs, biomass boilers, small wind turbines etc. There is scope to do more. The proposals will also contribute to adaptation by supporting natural flood management, habitat connectivity for wildlife etc. The parks also have significant potential to raise awareness of climate change and actions people can take to tackle it.</p>	<p>charge points at larger car parks may help with this to some extent. Much of the promotion will be encouraging local people to visit, with trails and links highlighted for walking / cycling.</p> <p>There are significant risks relating to the impact of climate change on the sites and the service, such as increased wildfires, storm damage and extreme heat, plus the impact on wildlife.</p>	<p>to deal with changes already impacting on sites.</p>

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

Key considerations	Benefits	Risks	Mitigations / Recommendations
<p>The proposal will impact on the physical environment in a variety of ways</p>	<p>In the UK, 56% of species declined and 15% are extinct or were threatened with extinction between 1970 and 2013 (State of Nature 2016). We have also lost 80% of our heathland since 1800 – in Staffordshire, probably more like 90%.</p> <p>13% of heathland and grassland species are threatened with extinction in Great Britain (State of Nature 2016).</p> <p>Green spaces provide important functions to society, which have an economic value. These functions are known as 'ecosystem services',</p>	<p>n/a</p>	<p>n/a</p>

Key considerations	Benefits	Risks	Mitigations / Recommendations
	<p>helping reduce costs to local and wider communities. For example, wetlands store water, reducing flows and help reduce the risk of flooding.</p> <p>A Staffordshire Ecosystem Assessment (2014) considered around 35% of the total geographical area of the county. The ecosystem services assessed were valued at more than £110m annually.</p> <p>The proposal will offer environmental benefits and improve the environmental quality of the (rural) natural environment making up the countryside estate, as well as access to it.</p>		

Key considerations	Benefits	Risks	Mitigations / Recommendations
	Improved physical access to the countryside estate will be achieved through better infrastructure.		

Cabinet Meeting on Wednesday 14 December 2022

Framework Agreement – Furniture



Councillor Mark Deaville, Cabinet Member for Commercial Matters said,

"These procurement exercises help ensure we get the service and the goods we need to not only meet our requirements but to ensure we continue to get the best value for Staffordshire taxpayers.

"At a time of rising prices and the continued cost of living pressures this has never been so important."

Report Summary:

This report seeks authority to undertake a procurement exercise to procure a framework agreement for Supply, Delivery and Installation of Furniture – The framework should allow for Corporate Office furniture, Educational Furniture and Library Furniture

Recommendation

I recommend that Cabinet:

- a. Agrees to officers undertaking a procurement exercise in line with the Public Contract Regulations 2015 (the "Regulations") for the Framework Agreement for the provision of office, educational and library furniture (the "Framework Agreement").
- b. Approves that following completion of the procurement process, the successful suppliers be appointed to the Framework Agreement for the period 1st July 2023 to 30th June 2025 and that dependent on the quality of their delivery, that one or both of the 12-month service extensions be implemented to a final contract end date of 30th June 2027.
- c. Notes that any contractual agreements in terms of the Framework Agreement and subsequent call-offs will be approved in accordance with the council's Procurement Regulations.

Cabinet – Wednesday 14 December 2022

Framework Agreement for the Supply, Delivery, and Installation of Furniture

Recommendations of the Cabinet Member for Commercial Matters

I recommend that Cabinet:

- a. Agrees to officers undertaking a procurement exercise in line with the Public Contract Regulations 2015 (the “Regulations”) for the Framework Agreement for the provision of office, educational and library furniture (the “Framework Agreement”).
- b. Approves that following the procurement process the successful suppliers be appointed to the Framework Agreement for the period 1st July 2023 to 30th June 2025 and that dependent on the quality of their delivery, that one or both of the 12-month service extensions be implemented to a final contract end date of 30th June 2027.
- c. Notes that any contractual agreements in terms of the Framework Agreement and subsequent call-offs will be approved in accordance 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 office furniture framework agreement (IA1744) procured via the Public Contract Regulations has been live since July 2020 and is not currently fit for purpose. Whilst testing value for money, it is frequently found that the current providers are not cheaper than third parties available to use outside of the existing framework. The quality of the items, on the current framework, is also found to be inferior to other third parties of a comparable specification and priced item.
2. The total value of the Framework Agreement will be valued up to £5 million to consider flexibility in the Council’s spend and to accommodate any potential additional spend of public sector partners. There is an appetite from Stafford Borough Council, Cannock Chase District Council and South Staffordshire Council to use the framework once it is live.

3. The Framework Agreement will allow for ad hoc purchases and then for the full fit out of a completely new school build, either primary school or high school. The appointed suppliers will be asked to design the layout where required on both corporate furniture and educational furniture. It is anticipated that 6-8 new schools or extensions will be completed during the period of the Framework Agreement with a value in the region of £800,000.00.
4. Tenderers to the Framework Agreement will be asked to provide the Council with an agreed schedule of rates for various items of standard equipment. This process will include a sampling and quality check process to ensure like for like items are evaluated.
5. The scope of the 3-Lot framework agreement will be as follows:
 - a. Office Furniture (Lot One)
 - b. Educational Furniture (Lot Two)
 - c. Library Furniture (Lot Three)
6. It is envisaged that 3 providers will be appointed under each lot
7. Other public Framework Agreements have been considered but following initial investigations the frameworks are not suitable for the Council's requirements. The option to publicly tender not only serves as an opportunity for local providers to tender but also serves as a benchmark on value for money.
8. Without recourse to the Framework Agreement, Council Officers would be required to invest more resource into spot tendering / quoting for individual work packages which would require a plethora of separately tendered projects per annum conforming to the Council's own Procurement Regulations.

Legal Implications

9. The potential value of spend for the services lends the procurement process to strictly follow the Regulations. The implications of any process failing to follow these Regulations could lead to serious legal challenges to the Council with the probable halt by a court on any contract award. A Framework Agreement will be developed in conjunction with Legal Services to allow for the relevant goods and associated services to be called off as and when required.

Resource and Value for Money Implications

10. The Framework Agreement will be commissioned by the Council, led by a strategic property lead, and procured by the Council's commercial team. 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 use of the Framework Agreement is considered the best way to achieve best value

Climate Change Implications

11. The Framework Agreement and call-off contracts will emphasise the need to recycle and re-use waste products where appropriate and require environmental plans and licenses to ensure correct management and disposal of waste. It is preferable that the supplies of new furniture use recycled materials or components, where applicable, and considerate environmental materials in production.

List of Background Documents/Appendices:

Community Impact Assessment

Contact Details

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Cabinet Meeting on Wednesday 14 December 2022

Framework Agreement - Tarmac



Councillor Mark Deaville, Cabinet Member for Commercial Matters said,

“As a county council, we continue to innovate and develop our services in line with our strategic plan. This means managing our property assets effectively and making improvements where needed”.

“Our current Tarmacadam framework agreement began in 2019 and is due to expire in May 2023. Now is the right time to take a look at this agreement and determine whether it is still fit for purpose, and whether improvements to the framework can be made.”

Report Summary:

This report seeks Cabinet approval to undertake a procurement exercise to procure a framework agreement for supply, installation, repairs and maintenance of Tarmacadam and other surfaces via an agreed schedule of rates. The scope of the framework 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).

Recommendation

I recommend that Cabinet:

- a. Approves and agrees to officers undertaking a procurement exercise in compliance with the requirements of the Public Contract Regulations 2015 (the “Regulations”) for the Framework Agreement for the supply, installation, repairs and maintenance of Tarmacadam and other surfaces (the “Framework Agreement”).
- b. Approves that following the procurement process the successful suppliers be appointed to the Framework Agreement for the period 1st June 2023 to 31st May 2027.

- c. Notes that any contractual agreements in terms of the framework agreement and subsequent call-offs will be approved in accordance the council's Procurement Regulations.

Cabinet – Wednesday 14 December 2022

Framework Agreement - Tarmac

Recommendations of the Cabinet Member for Commercial Matters

I recommend that Cabinet:

- a. Approves and agrees to officers undertaking a procurement exercise in compliance with the requirements of the Public Contract Regulations 2015 (the “Regulations”) for the Framework Agreement for the supply, installation, repairs and maintenance of Tarmacadam and other surfaces (the “Framework Agreement”).
- b. Approves that following the procurement process the successful suppliers be appointed to the Framework Agreement for the period 1st June 2023 to 31st May 2027.
- c. Notes that any contractual agreements in terms of the framework agreement and subsequent call-offs will be approved in accordance 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 Tarmacadam Framework Agreement (IA1586) procured via the Public Contract Regulations has been live since 1st June 2019 and is due to expire 31st May 2023.
2. The county council has a large property portfolio of varying age, condition and suitability. As the council continues to innovate and develop its services in line with the strategic plan it needs to be able to manage its property assets effectively and make improvements as and when required
3. The total procurement will be qualified for up to £6.5 million to consider flexibility in the council’s spend and to accommodate any potential additional spend of public sector partners. There is an appetite from Stafford Borough Council, Cannock Chase District Council and South Staffordshire Council and Keele University to use the framework once it is live.

4. Tenderers to the Framework Agreement will be asked to provide the Council with an agreed -/+ % against the National Schedule of Rates for Tarmac Services for Council owned buildings, including council offices, schools and academy buildings along with other public sector buildings to provide for the supply, installation, repairs and maintenance of tarmacadam and other surfaces on Council owned Buildings and Grounds.
5. It is envisaged that 3 providers will be appointed
6. Other public Framework Agreements have been considered but following initial investigations the frameworks are not suitable for the council's requirements. The option to publicly tender not only serves as an opportunity for local providers to tender but also serves as a benchmark on value for money.
7. 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

8. The potential value of spend for the services lends the procurement process to strictly follow the Regulations. The implications of any process failing to follow these Regulations could lead to serious legal challenges to the council with the probable halt by a court on any contract award. A framework agreement has been developed in conjunction with Legal Services to allow for the relevant works to be called off as and when required in accordance with the requirements of the framework agreement and call off terms and conditions.

Resource and Value for Money Implications

9. The Framework Agreement will be commissioned by the council, led by a strategic property lead, and procured by the council's commercial team. The ongoing technical day-to-day contract management is delivered in conjunction and managed by the council's property technical services provider. 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

10. The framework agreement and call-off contracts will emphasise the need to recycle and re-use waste products where appropriate and require environmental plans and licenses to ensure correct management and disposal of waste.

List of Background Documents/Appendices:

N/A

Contact Details

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Report Author: Lee Wells
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Cabinet – 14 December 2022

Decisions Taken by Cabinet Members under Delegated Powers

Recommendation of the Leader of the Council

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

Report of the Director for Corporate Services

Reasons for Recommendations

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

Background

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

Cabinet Member	Decision
Cabinet Member for Health and Care	In approving the consultation with clients, staff, and Trade Unions regarding the refurbishment of the Brackenberry site and subsequent relocation of the Newcastle adult learning disability day service.
Cabinet Member for Environment, Infrastructure and Climate Change	In approving the decision to hold a public consultation on the introduction of a van permitting system and controls for commercial (trade) waste at Household Waste Recycling Centres.
Cabinet Member for Health and Care	In approving the decision to award a contract for the Integrated Lifestyle Service to Everyone Health following a competitive procurement process.

Report author:

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

List of Background Papers - Cabinet Member Delegated Decision No. 548 - 550.

Forward Plan of Key Decisions
Period: 18 January 2023 - 17 May 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: 18 January 2023 - 17 May 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
January 2023	Public	<p>Staffordshire Sustainability Board Communications Plan 2023 (Cabinet Member for Environment, Infrastructure and Climate Change (Simon Tagg))</p> <p>A joint communications plan has been developed with the Staffordshire Sustainability Board in conjunction with all district and borough councils to help residents to reduce their carbon emissions. During 2023, several joint activities have been planned across the county to promote national awareness days, increase residents carbon literacy, run local events and launch a consultation to hear our residents' thoughts on climate change and the barriers they face to be greener.</p>	N/A	<p>Clive Thomson (Tel: 01785 276522)</p> <p>Service Area: Climate Change and Sustainability (EI&S)</p>
January 2023	Public	<p>Staffordshire County Council's Electric Vehicle Charging Infrastructure Strategy (Cabinet Member for Highways and Transport (David Williams))</p> <p>This report details the work undertaken in developing a Staffordshire County Council Electric Vehicle Charging Infrastructure Strategy, and requests approval from Cabinet to the adoption and formal publication of the Strategy.</p>	NA	<p>Clive Thomson (Tel: 01785 276522)</p> <p>Service Area: Connected and Sustainable County</p>

January 2023	Public	Future Highways Delivery Model (Cabinet Member for Highways and Transport (David Williams)) Update on recommissioning highways service delivery as a hybrid mixed economy operating model	None at this stage	James Bailey (Tel: 01785 276591) Service Area: Highways & Built County
January 2023	Public	Future Social Care Workforce Strategy (Cabinet Member for Health and Care (Julia Jessel)) The Strategy for the Future Social Care Workforce in Staffordshire has been co-developed with partners to address challenges facing the social care sector. The aim is to develop a more resilient care sector that enables more effective recruitment and retention in adults' and children's social care, based on person-centred and innovative ways of working.	Partners across the social care sector have been directly involved with developing the strategy.	Andrew Jepps (Tel: 01785 278557) Service Area: Health and Care; Children's and Families; Economy, Infrastructure and Skills
January 2023	Public	Medium Term Financial Strategy 2023 - 2028 (Cabinet Member for Finance and Resources (Ian Parry)) To update Cabinet on the Medium Term Financial Strategy and to ask for approval for the 2023/24 budget.	SLT, Directors and Cabinet Members as appropriate.	Rachel Spain (Tel: 01785 854455) Service Area: Finance
February 2023	Public	Diversity and Inclusion - Progress Update (Leader of the Council (Alan White)) This report will provide an overview of the Council's approach to Diversity and Inclusion, work undertaken to strengthen delivery over the last 12 months and proposed priority areas to progress in 2023.	None	Kerry Dove (Tel: 07855 679112) Service Area: Strategy and People Services
February 2023	Public	Empowering our Communities (Cabinet Member for Communities and Culture (Victoria Wilson)) Our communities and residents are at the very heart of what makes Staffordshire a strong and thriving county. This item will discuss with Cabinet the work Staffordshire County	N/A at this stage	Catherine Mann (Tel: 01785 278320) Service Area: Cross-Cutting

		Council is doing with residents and partners to empower our communities, including a Communities Position Statement that explores what we have achieved over the past 18 months, our Communities Delivery Plan for 2023, and our strategic objectives moving forward.		
February 2023	Public	Integrated Performance Report - Quarter 3, 2022/23 (Cabinet Member for Finance and Resources (Ian Parry), Leader of the Council (Alan White)) 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.	n/a	Kerry Dove (Tel: 07855 679112) Service Area: Corporate Services
February 2023	Public	Staffordshire County Council Local Flood Risk Management Strategy (Cabinet Member for Environment, Infrastructure and Climate Change (Simon Tagg)) An updated Staffordshire County Council Local Flood Risk Management Strategy	We are in process of consulting external partners - namely Water Companies and Environment Agency for comment	James Bailey (Tel: 01785 276591) Service Area: Flood Risk Management
March 2023	Public	Our People Strategy 2023 and Beyond (Leader of the Council (Alan White)) To present Our People Strategy to Cabinet for approval.	Employees, Trade Unions	Sarah Getley (Tel: 01785 854265) Service Area: People Services
March 2023	Public	Capital Programme for Schools 2023/ 2024 (Cabinet Member for Education (and SEND) (Jonathan Price)) The Capital Programme for Schools 2023/ 2024 consists of SCC's Statement of Priorities for its schools and associated appendices for major projects and maintenance projects. Programme to be approved by Cabinet for commencement/ completion in 2023/ 2024.	None at this stage	Ian Turner (Tel: 01785 277228) Service Area: Strategic Property

March 2023	Public	<p>House Project (Cabinet Member for Children and Young People (Mark Sutton))</p> <p>To present proposals for the introduction of House Project in Staffordshire. The House Project is a nationally recognised scheme that is evidentially proven to improve outcomes for children in care and our care leavers. By entering into this scheme, Staffordshire is expanding on its local offer for Care Leavers, stepping young people down earlier into their own accommodation which will be more cost -effective long term for the Council.</p>	Mark Sutton, Children Voice Project, Nisha Gupta	Nisha Gupta (Tel: 07773 791346) Service Area: Children in Care and Care Leavers
March 2023	Public	<p>Highways and Transport Capital Programme 2023/24 (Cabinet Member for Highways and Transport (David Williams))</p> <p>Staffordshire County Council 2023/24 highways and transport capital delivery programme is made up of asset management (including bridges) and integrated transport improvements. Funding for 2023/24 to deliver the capital programme is likely to come from a number of different sources including Government Capital Grant Block funding allocation for both maintenance and integrated transport, Section 106 contributions from developers and contributions from other grants and bids. The Cabinet Report will outline the approach to highway asset management in Staffordshire, an estimate of the level of investment required to maintain the condition of the local road network at an appropriate level, the funding available in 2023/24 for this purpose and the proposed Highways and Transport capital investment programme. Cabinet will be asked to consider the report and approve the Highways and Transport capital investment proposal that will be set out in the Report.</p>	None at this stage	James Bailey (Tel: 01785 276591) Service Area: Highways and the Built County

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