

## **Cabinet**

Wednesday 20 September 2023

**10:00**

Oak Room, County Buildings, Stafford

The meeting will be webcast live and archived for 12 months. It can be viewed at the following link: <https://staffordshire.public-i.tv/core/portal/home>

John Tradewell  
Deputy Chief Executive and Director for Corporate Services  
12 September 2023

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## **Agenda**

- 1. Apologies**
- 2. Declarations of Interest in accordance with Standing Order 16**
- 3. Decision notice of the meeting held on 19 July 2023** (Pages 1 - 10)
- 4. Leader's Update**  
Oral report of the Leader of the Council
- 5. Minutes of the meeting of the Property Sub-Committee held on 6 September 2023** (Pages 11 - 14)
- 6. Staffordshire Means Back to Business** (Verbal Report)  
Deputy Leader and Cabinet Member for Economy and Skills
- 7. SEND Accelerated Progress Plan: Enhanced Assess-Plan-Do-Review Pathway, Strategy for Special Provision and the Staffordshire Children and Young People's Framework** (Pages 15 - 80)  
Cabinet Member for Education (and SEND)

8. **Staffordshire Climate Change Adaptation Strategy** (Pages 81 - 122)

Cabinet Member for Environment, Infrastructure and Climate Change

9. **The Recommission of Shared Lives** (Pages 123 - 142)

Cabinet Member for Health and Care

10. **Staffordshire Warmer Homes - Approval of the spend plans for the Home Upgrade Grant (Phase 2)** (Pages 143 - 166)

Cabinet Member for Health and Care, and Cabinet Member for Environment, Infrastructure and Climate Change

11. **Decisions taken by Cabinet Members under Delegated Powers** (Pages 167 - 168)

12. **Forward Plan of Key Decisions** (Pages 169 - 174)

13. **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 the Local Government Act 1972 indicated below”.

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## **Part Two**

(All reports in this section are exempt)

Nil.

<b>Membership</b>	
Alan White (Chair)	Jonathan Price
Philip White	Robert Pritchard
Mark Deaville	Mark Sutton

Julia Jessel Paul Northcott Ian Parry	Simon Tagg David Williams Victoria Wilson
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## **Notes for Members of the Press and Public**

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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 19 July 2023**

Present: Alan White (Chair)

<b>Attendance</b>	
Philip White	Simon Tagg
Julia Jessel	David Williams
Ian Parry	Victoria Wilson
Mark Sutton	

**Cabinet Support Members in attendance:** Paul Northcott and Robert Pritchard

**Apologies:** Mark Deaville and Jonathan Price

**Part One**

**14. Declarations of Interest in accordance with Standing Order 16**

There were no declarations of interest on this occasion.

**15. Decision notice of the meeting held on 21 June 2023**

**Decision** – That the notes of the meeting held on 21 June 2023 be approved.

**16. Leader's Update**

**Decision** – That the oral report of the Leader of the Council giving an update on a range of issues including the Council's on-going work to keep Staffordshire children safe and protected from harm, with more children and families coming forward in need of support; the vital role foster carers play in looking after some of the most vulnerable young people in our county and the recent long-service awards ceremony which paid tribute to more than 40 foster carers; the support available to parents struggling with the cost of living through the Holiday Activities and Food Programme; the work to find new, better, and lower cost ways to work and deliver results including, for example, through our community managed libraries; the continuing work with local councils and businesses to create the right conditions for our economy to grow, and create more, better paid jobs for Staffordshire people; the Council working with Cannock Chase District Council and others to support employees and showcase opportunities through our jobs and careers service following Amazon's announcement that they will be relocating operations from Rugeley; the additional £30m investment in our roads which will include repairs on the A522 near Uttoxeter, a £200,000 resurfacing scheme on the A34 Liverpool Road in

Newcastle and an £800,000 improvement of the junction of Eastern Avenue and Grange Lane in Lichfield; and the Council's efforts to reduce carbon emissions and achieve net zero by 2050 including through its Climate Change Action Fund, now in its fourth year, offering more than £90,000 of grants to not-for profit organisations including charities, voluntary and community groups, parish councils and schools; be noted.

## **17. 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:

- This month saw an increase of 180 claimants, which was a lower proportional increase than seen nationally and in-line with the change seen regionally. The total number of claimants in the county now stands at 15,300 or 2.9%. The claimant count rate in Staffordshire continues to be one of the lowest in the West Midlands and is far lower than the average for the region of 4.9%, and lower than the average for England of 3.8% of the working age population.
- The youth claimant count in Staffordshire saw an increase of 55 claimants to a total of 2,890 young people. The proportion of young people in Staffordshire aged 18-24 that are claiming work-related Universal Credit is 4.6%. This is lower than the national rate of 4.8% and far lower than the regional rate of 6.6%.
- In terms of job vacancies there was a 4% increase across Staffordshire and a 3% increase nationally between May and June. Demand for labour and skills remains high, with there currently being 1.7 jobs available for every claimant within the county, and therefore our focus continues to be to support those that unfortunately find themselves unemployed, to transition into work.
- The news that Amazon have decided to leave its site in Rugeley to relocate to a much larger new facility in Sutton Coldfield. It is anticipated that the closure of the site at Rugeley will take place on a phased basis with the new site operational by October 2023. There is the opportunity for workers to remain in employment with Amazon elsewhere, and our primary concern will of course be ensuring that we are supporting our residents who will be impacted by this decision. We have therefore convened a taskforce comprised of senior representatives of the County Council, Borough Council, Department for Work & Pensions, South Staffordshire College and the National Careers Service to exchange information and consider our support offer, including the deployment of our Jobs & Careers

Services if and when appropriate.

- Alongside our district and borough partners and local authorities from the wider West Midlands Region, we are progressing work to consider the need for large employment sites for the logistics industry across the region. This and our continued dialogue with the private sector emphasise the potential for this industry and its opportunities to create substantial numbers of new jobs, and we will of course continue to work proactively to ensure that these jobs are the right jobs in the right locations.
- Our Staffordshire Jobs and Careers service continues to grow and receive referrals from residents across the county either via the website, word of mouth or via one of the many events the Employment Brokers have been attending. This ongoing promotion of our employment and skills services continues to deliver with 11 Open Door placements secured (5 external, 4 SCC), two individuals gaining employment, 77 Staffordshire Jobs & Careers service client referrals and 37 business contacts established in June.
- The ongoing work to develop an investment prospectus for the corridor the A50 / A500 corridor. The details of the investment prospectus are now becoming clear and highlighting some unique strengths aligned to the decarbonisation of the corridor, including through the development and implementation of hydrogen technologies. As connectivity improvements will also be a key part of our success in realising the opportunities along the corridor, I recently took the opportunity to mention this work to the transport secretary, Mark Harper. Over the coming months we will be working to finalise the investment prospectus with our partners and start discussions with the relevant Government departments as to how together we can accelerate private sector investment across the corridor.

With the summer holidays and I want to take the opportunity to encourage everyone to take advantage of all of our many attractions and activities that Staffordshire has to offer. We will again be promoting our 30 Family Days Out in Staffordshire for Under £30 campaign, with many of the activities being completely free.

## **18. 'Living My Best Life' - A Strategy for Disabled and Neurodivergent People in Staffordshire 2023-2028**



“People of any age with a disability or neurodivergence should be supported to live the best life they can, for as long as they are able. This new strategy ensures these people are put at the centre of everything we do in Staffordshire.

Throughout the development of this strategy, we have been speaking directly to those with experience of disability and neurodivergence. This means we have been able to put something together that is meaningful, will make a difference, and has been directly influenced by disabled and neurodivergent people, their carers and their families.”

Julia Jessel, Cabinet Member for Health and Care



“Young people who have a disability or neurodivergence need to be supported so they can live their best lives. Throughout the creation of this strategy, we have learned that this is especially important when it comes to their education, social lives, and families. By putting them at the centre of this strategy, we can ensure their needs are met, their voices are heard, and they have choice and control over the support they have.”

Mark Sutton, Cabinet Member for Children and Young People



“Taking into account the unique experiences and thoughts of young people with disabilities and neurodivergences are crucial in shaping a strategy that truly works. By listening to them in putting together this strategy, we can empower them to live their best lives, where they are encouraged to dream big and are supported in achieving their goals.”

Jonathan Price, Cabinet Member for Education (and SEND)



**Reasons for the Decision** – To consider the final draft of a new 'Living my Best Life': Joint Strategy for Disabled and Neurodivergent people in Staffordshire 2023-2028 which has been jointly developed by the Staffordshire County Council and the Integrated Care Board (ICB).

**Decision** – That the proposed 'Living my Best Life': Report on the Joint Strategy for Disabled and Neurodivergent people in Staffordshire 2023-2028, be approved.

## 19. Supported Living Future Commissioning Arrangements Update



"Supported Living care services provide individuals with disabilities and mental health conditions the support they need to be as independent as they wish.

After talking with individuals who benefit from Supported Living care services, care providers and other stakeholders, we have developed a commissioning plan to ensure that we get the best possible quality of care, the outcomes that individuals want and value for money."

Julia Jessel, Cabinet Member for Health and Care

**Reasons for the Decision** – To consider the commissioning plan for Supported Living care services in Staffordshire and to delegate authority for the award of contracts.

**Decision** – (a) That the commissioning plan for procurement of a Flexible Framework for Supported Living care services in Staffordshire be approved.

(b) That authority be delegated to the Director of Health and Care to appoint successful care providers to the Flexible Framework for Supported Living care services and to award call-off contracts under the Flexible Framework for Supported Living care services as detailed in the report.

(c) That authority be delegated to the Director of Health and Care to extend the current Dynamic Purchasing System for contracting Supported Living care services up to 01 July 2025 to cover the period of transition to the new contracts.

## 20. Deprivation of Liberty Safeguards - Contract Award



“Staffordshire has a large number of both care homes and elderly people and consequently we have more Deprivation of Liberty safeguarding applications to consider than most local authorities.

New legislation had been promised to improve the processes but unfortunately has been delayed. We have raised this directly with the Secretary of State and in the meantime have agreed to provide extra funding for the additional capacity we will require.”

Julia Jessel, Cabinet Member for Health and Care

**Reasons for the Decision** – To seek approval to procure additional capacity to support the Deprivation of Liberty Safeguards process.

**Decision** – (a) That the procurement of additional capacity to support the Deprivation of Liberty Safeguards process be approved.

(b) That authority be delegated to the Director of Health and Care to award contracts for this additional capacity.

## 21. Staffordshire Bus Strategy



“Through the Government’s National Bus Strategy, we have an opportunity to fulfil our role as the Local Transport Authority in shaping and supporting public transport provision in Staffordshire.

By working with operators to bid for money to update old vehicles, improve passenger facilities and encourage bus companies to innovate for the future, we can encourage the development of a sustainable bus network for the benefit of Staffordshire residents.

An ambitious Enhanced Partnership and Bus Service Improvement Plan should help provide equality of access to employment and key services whilst contributing towards achieving carbon net zero.”

David Williams, Cabinet Member for Highways and Transport

**Reasons for the Decision** – To consider the requirement to complete the process for the creation of an Enhanced Partnership; and a proposed full review of the previously agreed Bus Service Improvement Plan (BSIP) in line with Department for Transport (DfT) feedback.

**Decision** – (a) That it be agreed that the process for the creation of an Enhanced Partnership (EP), that is to commence on the 1st August 2023 in line with the previously agreed Bus Service Improvement Plan (BSIP), be completed.

(b) That the undertaking of a full review of the previously agreed BSIP in line with Department for Transport (DfT) feedback, to enable Staffordshire County Council a greater chance of success for future bids, be agreed.

## 22. Integrated Performance Report - Quarter 1, 2023/24




"We continue to do what is necessary to support our most vulnerable residents who need us most, while creating the right conditions for our economy and businesses to thrive.

Our work to promote Staffordshire as a top location to live, work, invest in and visit continues. Our 'We are Staffordshire' team attended the UK Real Estate Infrastructure and Investment Conference in Leeds in May where they got the chance to promote the many investment opportunities available in the county. This, alongside supporting local businesses, helping attract new businesses with better quality jobs for people remains a priority.

Our Household Support Fund continues to help thousands of local families with the ongoing cost of living pressures and during the May half term holiday provided supermarket vouchers to 27,000 families. Over Easter, the Holiday Activities and Food (HAF) Programme also saw its highest take up rate meaning more children and young people benefited from the scheme.

Work to tackle climate change is ongoing, and since December 2022, the Staffordshire Warmer Homes scheme has installed 459 measures in 328 properties to make them more energy efficient.

We continue to face challenges within Children's

	<p>services including the rising cost, number and complexity of Children in Care, and ongoing placement pressures, however additional recruitment is helping ease this. We are also seeing Increased demand for Children’s Services and Special Education Needs and Disabilities (SEND) for Education, Health and Care Plans, but again, the recruitment of additional staffing capacity is underway.</p> <p>Despite the many pressures facing councils like ours, we will invest to keep growing the county in a sustainable way to make a positive difference in the lives of our residents”.</p> <p>Alan White, Leader of the Council</p>
	<p>“All council departments continue to deliver against their priorities, whilst progressing with activities in the organisation’s Delivery Plan.</p> <p>Like most local authorities, we do face rising costs across the organisation and high inflation which puts extra pressures on our finances. We also continue to face challenges around demand and capacity within Children’s services and Special Educational Needs and Disabilities teams.</p> <p>We continue to do what is necessary and to manage our finances effectively. The latest revenue forecast outturn shows an overspend of £9.5m (1.39%), compared to the balanced budget.</p> <p>We continue to keep our finances in as strong a position as possible and to ensure that we provide good value for money for local taxpayers. Well managed finances also mean we can invest in our future and continue to grow our economy”.</p> <p>Ian Parry, Cabinet Member for Finance and Resources</p>

**Reasons for the Decision** – To consider an overview of the Council’s progress, performance, and financial position in delivering against its Strategic Plan, Corporate Delivery Plan and Medium-Term Financial Strategy.

**Decision** – That the report be received.

## 23. Treasury Management Report for the Year Ended 31 March 2023



“We are 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.

In addition to 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 but we will continue to spend and invest where necessary, focusing our efforts and resources on where they are most needed.”

Ian Parry, Cabinet Member for Finance and Resources

**Reasons for the Decision** – To consider a summary of the County Council’s treasury management activities for 2022/23, including the borrowing and investment decisions taken throughout the year in the light of the interest rates and economic conditions prevailing at the time.

**Decision** – (a) That the treasury management activities for the year ended 31 March 2023, including the Prudential Indicators outturn detailed in Appendix 4 to the report, be noted.

(b) That the use of the Minimum Revenue Provision at 31 March 2023 for £20.441m as set out in paragraphs 31 and 32 of the report be noted and approved.

## 24. Forward Plan of Key Decisions

The Forward Plan of Key Decisions for the period 16 August to 13 December 2023, which detailed the following issues, was approved:

<b>Subject Matter</b>	<b>Contact</b>
Strategy for Special Provision	Name: Tim Moss Tel: (01785) 277963
Burton Regeneration	Name: Ian Turner Tel: (01785) 277228
Staffordshire Climate Change Adaptation Strategy	Name: Tim Cooper Tel: (01785) 276204
The Recommission of Shared Lives	Name: Andrew Jepps Tel: (01785) 278557
Children & Young People's Programme Framework	Name: Natasha Moody Tel: 07976 191079
Integrated Performance Report - Quarter 2, 2023/24	Name: Rachel Spain/ Wendy Tompson Tel: (01785) 854455/ (01785) 854267
Nexus Care (Nexus Trading Services Limited) Annual Report 2022/23	Name: Richard Harling MBE, / John Tradewell Tel: (01785) 278700 / 276102
Staffordshire Employment and Skills Strategy 2023-2030	Name: Anthony Baines Tel: (01785) 895984

**Alan White**  
**Leader of the Council**

**Minutes of the Property Sub-Committee Meeting held on 6 September 2023**

Present: Alan White (Chair)

<b>Attendance</b>	
Mark Deaville Jonathan Price	Philip White (Vice-Chair)

**Apologies:** Ian Parry

**Part One**

**24. Declarations of Interest**

The Chairman placed on record that 2 schools listed at item No 26 are situated within his Division.

**25. Minutes of the Meeting held on 19 July 2023**

**Resolved** - That the minutes of the meeting held on 19 July 2023 be confirmed and signed by the Chairman.

**26. Proposed Leases to Academies**

Proposals were submitted to lease the site of 3 schools for a 125 year period at a peppercorn rental in line with the expectations of the Department of Education for those schools converting to an Academy status.

Members were informed of the detailed comments submitted by County Councillor Snape, in relation to Sherbrook Primary School, Cannock, as referred to in the report, and also in relation to the principle of Academisation.

**Resolved** - That approval be given to the grant of a lease for the 3 sites, at a peppercorn rental, in the format of the standard Department of Education academy lease.

**27. Proposed Academy Lease - Springhead Primary School, Talke Pits**

In proposing the grant of a 125 year lease for Springhead Primary School the Director for Corporate Services explained that Talke Library occupied part of the site and therefore a Joint Use Agreement (JUA) would be required to determine the shared responsibilities between the School and Library tenants.

It was noted that no comment had been received from the local member.

**Resolved-** That approval be given to the grant of the lease and to the entering into of a JUA, as indicated in the report.

**28. St Giles and St George's Academy, Off Ormes Road, Newcastle-Changes to Lease of Playing field and Transfer of Freehold Interest**

The Sub-Committee were informed that following the transfer of the lease for St Giles and St Georges Academy, Newcastle-under-Lyme school building development had taken place on the school playing field necessitating a deed of surrender for part and variation of the current playing field lease. Subsequently the freehold interest of the newly developed area would need to be transferred to the Academy under the requirements of the School Standards and Framework Act 1988.

It was reported that the local member had responded to consultation saying that they had no comment to submit.

**Resolved:** That approval be given to the proposed deed of surrender and transfer of the freehold interest as indicated in the report.

**29. Exclusion of the Public**

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

**30. Re-use Operation: Cannock Household Waste Recycling Centre (exemption paragraph 3)**

The Sub-Committee considered a proposal to grant a further lease at peppercorn rent to enable continuation of the re-use operation at Cannock Household Waste Recycling Centre (HWRC) from 1 April 2024 following an exercise to select a future operator of the re-use facility.

Representations received from the local member supporting the proposal were reported.

**Resolved-** That approval be given to the grant of a further lease as indicated; The Assistant Director for Commercial and Assets be authorised to agree the final terms of the lease.

**31. Sale of Former Seabridge Centre, Ash Way, Newcastle-under-Lyme - Change of Terms (exemption paragraph 3)**

Members received an update on a revised offer for the sale of the site of the former Seabridge Centre and were given details of draft terms for the sale, as proposed by the buyers.

It was reported that the local member had responded to consultation



saying that they had no comment to submit.

**Resolved** – that approval be given to the inclusion in the sale agreement of the term indicated in the report; the Assistant Director for Commercial and Assets be authorised to agree all the other terms in the sale contract except for price.

**Chair**



## Cabinet Meeting on Wednesday 20 September 2023

### **SEND Accelerated Progress Plan: Enhanced Assess-Plan-Do-Review Pathway, Strategy for Special Provision and the Staffordshire Children and Young People’s Framework**



**Cllr Jonathan Price, Cabinet Member for Education and SEND said,**

“As a county council, we are dedicated to ensuring that every child receives the best education possible. We are committed to continuously enhancing support for children and young people with Special Educational Needs and Disabilities, embracing inclusivity and nurturing the potential of every student.

“I am thrilled about the direction set forth in this report, as it lays the foundation for new and more effective ways of working to drive positive changes for children.

“The new proposals focus on supporting mainstream schools to more effectively help children who may have SEND as well as putting support in place earlier to help children to reach their full potential.

“Local working is at the heart of this proposal, with schools, Local Authority and Health Services uniting in district teams to ensure that children and young people receive the personalised care and support they need to thrive on their educational journey”.

#### **Report Summary:**

This report sets out the two major strategies designed to deliver outcomes related to the SEND Accelerated Progress Plan (Ofsted/CQC). The proposed Strategy for Special Provision sets out plans to significantly enhance the support mainstream schools can access to support their work to meet the needs of children with SEND. The model proposes an Enhanced pre-statutory support pathway (before Educational, Health and Care Plan), designed to target, and focus intervention for children with SEND. This pathway builds on existing best practice and the well-established District Model. To deliver this enhanced and targeted support, the strategy proposes to develop 8 district Staffordshire Enhanced District Inclusion Teams. It is proposed that teams will comprise of school providers working with Local Authority and Health Services. Within the Strategy for Special Provision, additional work has already commenced to enhance and increase

capacity in existing special schools in line with a detailed countywide gap analysis. It is recognised some children and young people may require pre-statutory support which is beyond the scope of what the Staffordshire Enhanced District Inclusion Teams can offer, therefore the creation of a Staffordshire Children and Young People's Framework is proposed. The Framework would operate as a means of securing the provision required for children and young people to continue accessing the curriculum whilst supporting a greater equality of access, a consistent approach to monitoring outcomes and a more transparent procurement process.

## **Recommendations**

I recommend that Cabinet:

- a. Continue to endorse the actions set out in the Accelerated Progress Plan.
- b. Endorses the proposed Enhanced Assess-Plan-Do-Review Pathway and Strategy for Special Provision.
- c. Approve delegated authority to the Director for Children and Families for allocating funding for the 8 Staffordshire Enhanced District Inclusion Support Teams (SEDIS).
- d. Authority is agreed to enter into contractual agreements with schools to deliver the SEDIS Model.
- e. Endorses the proposal to develop a Children & Young People's Framework to enable Officer's to procure timely, value for money pre-statutory support where required:
  - i. Approval be given to conduct an open tender process in line with Staffordshire County Council's Procurement Regulations and the Public Contract Regulations
  - ii. That the award of the Staffordshire Children and Young Peoples Framework be delegated to the Director for Children and Families and that the award of call-off contracts under the Framework be sub-delegated in line with the Council's procurement Regulations
  - iii. If appropriate, delegated authority for alternative approval of 'high' volumes of call-off contracts will be sought as per D13.5 of the Council's Procurement Regulations.

## **Cabinet – Wednesday 20 September 2023**

### **SEND Accelerated Progress Plan: Enhanced Assess-Plan-Do-Review Pathway, Strategy for Special Provision and the Staffordshire Children and Young People’s Framework.**

#### **Recommendations of the Cabinet Member for Education (and SEND)**

I recommend that Cabinet:

- a. Continue to endorse the actions set out in the Accelerated Progress Plan.
- b. Endorses the proposed Enhanced Assess-Plan-Do-Review (EAPDR) Pathway and Strategy for Special Provision.
- c. Approve delegated authority to the Director for Children and Families for allocating funding for the 8 Staffordshire Enhanced District Inclusion Support Teams (SEDIS).
- d. Authority is agreed to enter into contractual agreements with schools to deliver the SEDIS Model.
- e. Endorses the proposal to develop a Children & Young People’s Framework to enable Officer’s to procure timely, value for money pre-statutory support where required
  - i. Approval be given to conduct an open tender process in line with Staffordshire County Council’s Procurement Regulations and the Public Contract Regulations
  - ii. That the award of the Staffordshire Children and Young Peoples Framework be delegated to the Director for Children and Families and that the award of call-off contracts under the Framework be sub-delegated in line with the Council’s procurement Regulations
  - iii. If appropriate, delegated authority for alternative approval of ‘high’ volumes of call-off contracts will be sought as per D13.5 of the Council’s Procurement Regulations.

#### **Local Member Interest:**

N/A.

#### **Report of the Director for Children and Families**

### **Reasons for Recommendations:**

1. The Staffordshire Local Area SEND revisit inspection took place between 18 and 20 January 2022.
2. The purpose of the re-visit inspection was to determine whether the local area had made sufficient progress in addressing the areas of significant weakness detailed in the Written Statement of Action (WSOA).
3. Ofsted and the Care Quality Commission published the re-visit inspection report in March 2022 which detailed that sufficient progress had been made in 6 of the 8 areas of significant weakness. Two remaining areas, Quality of Education Health and Care Plans and the quality of coproduction were deemed to require accelerated progress. The Local Authority were required to submit an Accelerated Progress Plan (APP) to address these two remaining areas.
4. Ability to better meet the needs of children and young people within the existing financial envelope.

### **SEND Accelerated Progress Plan (APP)**

5. On 20 April 2023, DfE and NHS England revisited Staffordshire for the 12 month progress review of the SEND Accelerated Progress Plan. On 9 May 2023, Jason Henderson Regional Lead, West Midlands Vulnerable Childrens Unit, Department for Education (DfE) concluded that;

*"The local area's collective determination to making sustainable improvements to SEND services and to the lives of children and young people continues to be clear. Evidence was also available to demonstrate that progress is being made to improve coproduction, the Education Health and Care (EHC) needs assessment pathway and special provision." (p.1)*

6. The Enhanced Assess-Plan-Do-Review (EAPDR) Pathway and the Strategy for Special Provision are two of the three key workstreams in the Accelerated Progress Plan. They set out ambitious and purposeful plans to address the special educational needs of children and young people with the most complex additional needs whilst holding to the aspiration that education in their local mainstream school is the right place for most of them. To achieve this aspiration, there is a recognition that whilst capacity in special schools needs to grow and readjust, it is our mainstream schools that require a significant an innovative strategy to support them to meet the needs of children and young people.

## Overview of Context

7. Our Vision is "all children and young people with SEND are given the opportunity to achieve everything that they can. They engage with the right support at the right time from their parents/carers, the community and the professionals that work with them to make this happen."
8. In 2018/19, only 16,300 pupils required SEN Support or an EHCP. As of 2023, 16% of children (21,000) in Staffordshire schools currently require SEN Support or have an Education, Health, and Care Plan (EHCP). The overall SEN population has therefore increased by almost 30% over the past five years. In total, Staffordshire currently maintains over 7,250 EHCPs for children and young people aged between 0-25, and 44% currently attend a special school.
9. If this trajectory continues, it is estimated that Staffordshire will be maintaining circa 9800 EHCPs for children and young people aged between 0-25 by 2027/28.
10. When it comes to supporting children and young people with special educational needs or disabilities to learn and achieve, there are many examples of excellent practice across the county, and we have and continue to learn from and build on these.
11. Not all children and young people who have a special educational need or disability require an EHCP or need to attend a special school. The level and type of support a child or young person needs to reach their full potential can vary hugely and many can be well supported in their local mainstream schools.
12. We currently see fewer children and young people with an EHCP attend mainstream schools in Staffordshire than elsewhere in the country, (currently 30% in Staffordshire and 40.5% nationally). Children and young people with special educational needs and disabilities also do not achieve as well as other children in Staffordshire and parents and schools tell us they are frustrated with the lack of consistency of support across the county.
13. This has made us question what we can do with the resources we've got to improve the way children and young people with SEND are supported to learn and achieve in their local schools, and to have friends and live and grow in their home communities.
14. Achieving this aspiration is highly complex; children and young people have a wide range of different needs, the county is big and different areas face different challenges, the way schools and education works is

changing and there are continuing financial pressures for all public sector partners.

15. That is why Staffordshire County Council has been working with our partners over the last 12 months to develop the proposed EAPDR Pathway and a Strategy for Special Provision that ensures equality of access to education which meets the individual needs of our children and young people in their local community to give them the best start in life and a chance to achieve their potential.
16. As part of the developments of the EAPDR Pathway and Strategy for Special Provision it was recognised that mainstream schools through the SEND and Inclusion District Model look to source provision for children and young people who may have additional needs so they can continue to access the mainstream curriculum.
17. In recognition of the need for these services, the creation of a Staffordshire Children and Young People's Framework (contract) would operate flexibly to support these needs with tailored packages of support that look to maintain mainstream placements. The Framework would include a number of 'lots' including, but not limited to, Mentoring, Pre-Statutory AP and Therapy/Counselling. The flexibility of the Framework would ensure that Officers have access to a number of 'approved' providers per 'lot', that additional 'lots' could be added to the framework over time, (according to identified need and not necessarily solely in regard to SEND & Inclusion), and the framework could be re-opened for new / additional providers to submit tenders.
18. Utilising the framework will support the County Council in its ambitions of ensuring each package of support agreed is quality assured, demonstrates clear outcomes and achieves value for money.
19. If we do nothing:
  - a. We will continue to have a limited binary choice between mainstream and special schools.
  - b. Children and young people will continue to be educated outside of their local communities.
  - c. Children and young people will continue to travel significant distances for education.
  - d. We will continue to experience challenges in planning for placement decisions.



- e. We will continue to encounter delays in placing children and young people.
- f. Spending on independent provision will increase, which will have a detrimental impact on the HNB.

### **The Enhanced Assess Plan Do Review Pathway (EAPDR)**

- 20. Staffordshire already has a clear framework for meeting SEND needs at SEND support (before an Educational Health and Care Plan). This is called the Graduated Response [Graduated response toolkit - Staffordshire County Council](#) and forms a key part of the SEND Code of Practice (2015). Schools and educational settings will understand this approach as the 'Assess, Plan, Do, Review' (APDR) cycle.
- 21. The current national educational, economic and social context is challenging. This situation has been amplified by the impact of COVID. Staffordshire County Council recognises that schools and educational settings require additional and enhanced support to meet these challenges. The EAPDR has been co-produced with schools, education settings, Parent Carer Forum, Health, Social Care and Educational professionals in order to support schools and educational settings meet this challenge.
- 22. The EAPDR Pathway will enhance the educational setting's capacity to meet a child or young person's SEND needs by accessing the right support, in the right place, at the right time.
- 23. The EAPDR Pathway sets out a clear methodology to ensure schools and educational settings are supported to access further additional advice, support and resources in order to meet the needs of children and young people in their setting. The enhancement is a focused APDR process that places outcomes at the centre of the work undertaken to support the child or young person and makes resources available to schools and settings so that they can meet needs quickly and effectively. The primary purposes of the pathway are as follows:
  - a. Support settings to meet the needs of children and young people in their local mainstream school.
  - b. Ensure children and young people have their needs met earlier.
  - c. Improve co-production in how we work with children, young people and families.
  - d. Improve multi-disciplinary working and partnerships.

- e. Improve the 'tell it once' approach by reducing duplication of information.
- f. Improve the quality and timeliness of EHCNAs.
- g. Improve the quality of EHCPs (if they are required).
- h. To record pre statutory interventions in a centralised document, capturing assessment and learning about the child over time, accessible by all professionals involved, along with parents / carers.
- i. Place holistic outcomes at the very start of the graduated approach to meeting children and young people's need.
- j. Ensure equity of practice across the county and place the child, young person, and family at the centre of discussions, planning and decision making within the context of their learning environment.

### **Accessing the Enhanced APDR Pathway**

- 24. The EAPDR pathway will build on the current model of Graduated Approach. The EAPDR Pathway is a need driven model so children and young people will not require a formal diagnosis or Educational Health and Care Plan (EHCP) to access this enhanced support.
- 25. A fundamental principle of the EAPDR Pathway is that the current provision in the child or young person's mainstream school will be enhanced to improve the quality of the support available. This will increase the schools or educational settings' capacity to ensure that where possible, children and young people are educated within their local community.
- 26. In order to access the EAPDR Pathway, schools and educational settings will be asked to evidence their existing efforts of APDR and their graduated approach. This should include evidence of implementing quality APDR cycles that has advice from the SEND & Inclusion HUB and other relevant specialist support services.

### **Who is the Enhanced APDR cycle for?**

- 27. This EAPDR Pathway is available to all Staffordshire schools / educational settings who may require additional support and resources in order to support children and young people with special educational needs.

## **The EAPDR Process**

28. The decision to request to access the EAPDR pathway is made by the school or educational setting in consultation with parent, carers and other professionals who may be involved at the review stage of their current APDR cycle. If EAPDR is considered appropriate, the school or setting may make a request to the District SEND & Inclusion Hub. The Hub will consider the request and refer to the Locality Management Group who will determine whether the request will be agreed. This level of scrutiny will ensure equity of decision making and ensure that all schools and settings have implemented the requirements of the graduated approach before seeking the EAPDR Pathway. Schools and parents/carers will receive specific feedback and signposting should a request for EAPDR be declined.

## **Strategy for Special Provision**

29. The Strategy for Special Provision has been informed by the conclusions drawn from a detailed gap analysis of current need and existing provision and the views and ideas of representatives from Health, Social Care, educational settings including Pupil Referral Units, The Virtual School, and parents and carers.

30. The Strategy sets out the methodology by which Staffordshire County Council will ensure that all children and young people can access education which meets their individual needs in their local community to give them the best start in life and a chance to achieve their potential.

31. The Strategy comprises two major components:

- a. The creation of additional provision in Staffordshire special schools based on a detailed analysis of need.
- b. A pre-statutory Staffordshire Enhanced District Inclusion Support Model (SEDIS) accessed via an Enhanced Assess-Plan-Do Review Pathway to provide mainstream educational settings with the resources and support to deliver the graduated response.

## **Creation of Additional Special School Provision**

32. As part of the Accelerated Progress Plan, Local Authority Officers conducted a Detailed Gap Analysis (DGA) of SEND in relation to special school provision. The DGA suggested key areas of unmet need were specifically found in relation to social emotional mental health needs (SEMH) and Autism. More specifically, the DGA highlighted the paucity

of provision for females who experienced needs in both the aforementioned areas of SEND.

33. In order to address these gaps in provision, Local Authority Officers have worked closely with Staffordshire's special schools in order to explore where and how they might be supported to develop additional capacity and provision.
34. This work has resulted in 16 proposals from Staffordshire's special schools that are being considered in light of the DGA. It is proposed that those proposals which meet the demands of the DGA and are viable from a physical building's perspective are developed and progressed as individual projects.
35. Funding for these projects will be secured from existing capital funds that is specifically set aside for developments in our special schools. It is not expected that any additional capital funding will be required in this matter.

### **Staffordshire Enhanced District Model**

36. The proposed SEDIS Model will build upon the current Staffordshire graduated response for special educational needs (SEND). It will also further develop the existing district model and locality working. This will ensure children and young people of Staffordshire can access high quality provision which meets their individual needs, when they need it, in their local mainstream educational setting without the need for a formal diagnosis or Educational Health and Care Plan (EHCP).
37. At the heart of the SEDIS Model are five core principals.
  - a. Supporting inclusion in local mainstream schools
  - b. Earlier evidence-based intervention.
  - c. Removing barriers to accessing support
  - d. Equity of access to support across the county
  - e. Building restorative and relational educational settings
38. The aim of the proposed SEDIS Model is to:
  - a. Ensure timely, equitable and sustainable placements, which meet the individual needs of our children and young people

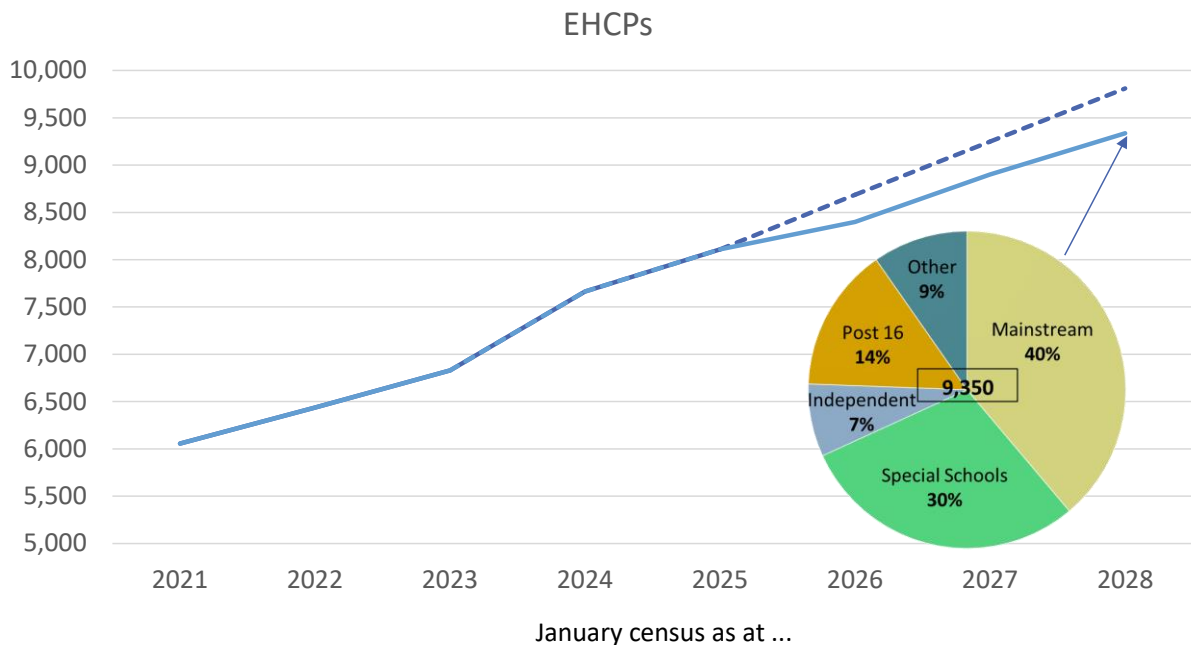
- b. Enable children and young people to be educated in their local community, to give them the best start in life and a chance to achieve their potential.
  - c. Prevent school exclusions and reduce the need for in year changes of placement.
  - d. Reduce the time our children and young people spend travelling to and from their educational setting.
  - e. Improve outcomes for children and young people.
  - f. Support, enhance and develop capacity to meet SEND in our mainstream settings.
  - g. Support our special schools to utilise their places efficiently and effectively and enable them to plan proactively for transition.
  - h. Enable the Local Authority and educational settings to manage continued pressure around funding.
39. The model proposes a district-based Enhanced Outreach and Enhanced In-Reach offer for mainstream educational settings based upon the presenting needs of the child/young person. Provision will be 'time limited' and will seek to address unmet SEND needs using an 'ecosystemic' approach drawing on expertise from across Health, Social Care and Education.
40. The provision is designed to be predominantly an Enhanced Outreach approach however, it is recognised some children and young people may require an 'Enhanced In-Reach' placement. Where this is the case, there is expectation that the referring mainstream setting will have engaged with the support offered from the SEDIS Outreach provision. The child or young person will remain dual registered with their home school who will retain responsibility for their academic progress and safeguarding.
41. Following an 'Enhanced In-Reach' placement there is an expectation that the child or young person returns to their home school after the intervention has taken place. All 'Enhanced In-Reach' placements will be followed by a period of Enhanced Outreach support using a 'laddered' approach to reintegration by the SEDIS staff.
42. SEDIS provision is first and foremost a model of proactive early intervention for children and young people as well as a way of developing sustainable capacity in mainstream educational settings. SEDIS is not a process of 'last resort' prior to exclusion, placement breakdown or a

primary method for creating evidence for a referral for an Education Health Care Needs Assessment.

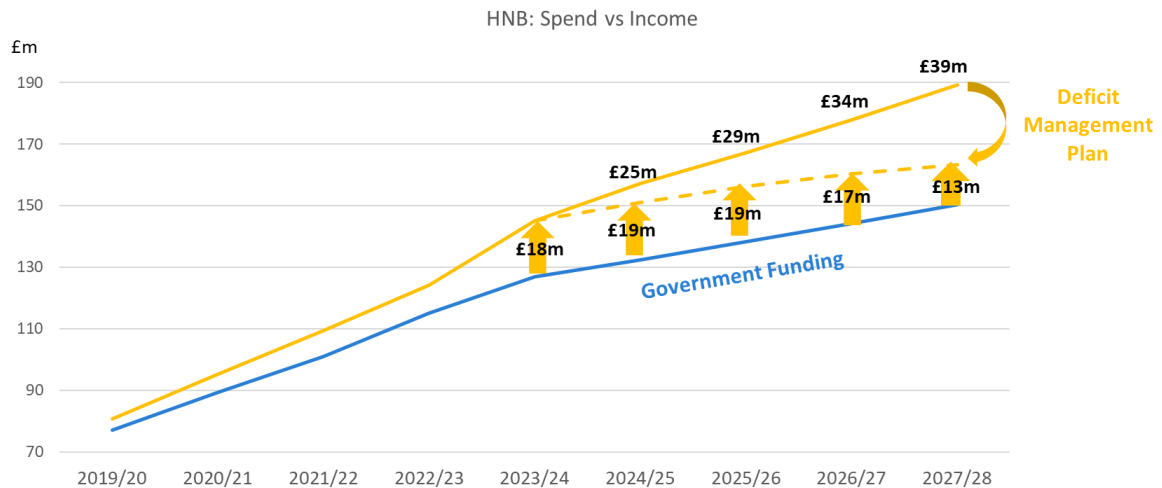
43. SEDIS is for all children and young people (0-25) and is needs based rather than diagnosis led.
44. It is proposed that mainstream educational settings will request SEDIS via the District SEND and Inclusion Hubs where they are experiencing challenges in meeting the SEND needs of a child or young person.
45. The proposal is to implement SEDIS teams in each of the eight districts, although some larger districts may require additional teams. The Local Authority proposes to seek expressions of interest from educational settings to develop SEDIS teams across the 8 districts.
46. It is hoped that proposals will be forthcoming from groups of educational settings that represent all key stages of education. Expressions of interest will be especially welcomed from groups of mainstream educational settings in collaboration with special schools and Pupil Referral Units.
47. SEDIS teams will be comprised of professionals from educational settings, Local Authority Officers (e.g., Educational Psychologists, Specialist Teachers), colleagues from Pupil Referral Units, Health and Social Care. Teams will require a base of operations with capacity to make provision for In Reach.

### **Outcome of the EAPDR Pathway and Strategy for Special Provision**

48. The EAPDR Pathway and Strategy for Special Provision have been developed so that all children and young people can access education which meets their individual needs in their local community without the need for a formal diagnosis or Educational Health and Care Plan (EHCP). This will also reduce the time our children and young people spend travelling to and from their educational setting.
49. Utilising these two workstreams will support the County Council in its ambitions so that children and young people with special educational needs and disabilities achieve as well as other children in Staffordshire, with a similar proportion attending a mainstream school as nationally. Similarly the proportion of children requiring SEN support, rather than an EHCP, will be similar to the national average.
50. This will result in fewer requests for EHCPs, so that by 2027/28 Staffordshire will be maintaining circa 9350 EHCPs for children and young people aged between 0-25.



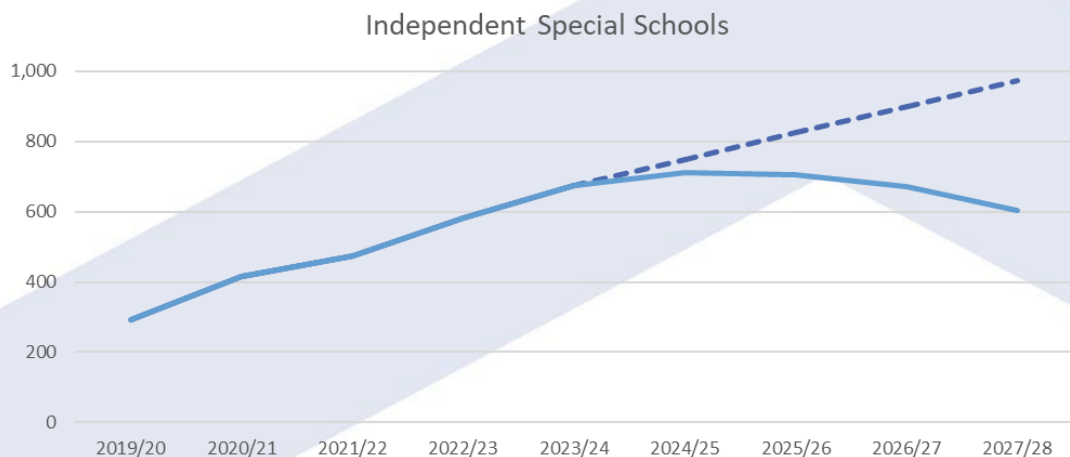
51. More children and young people will be educated in their local school or setting, reducing the reliance on 'out of county' SEND provision. Doing this will reduce the financial pressures on high needs spending by circa £18m by 2027/28.
52. SEND provision is funded from ringfenced DSG money (High Needs Block). There has been a significant year on year overspend which, left unaddressed will see the overspend increase annually to c £40m by 2027/28. The Government has put in place a 'statutory override' requiring accumulated DSG deficits remain ringfenced separate to the Council's other reserves; as at the end of 22/23 the accumulated deficit is c £14m and we forecast will be over £150m in deficit by end of 2027/28 (the 'statutory override' has been extended through to end of 2025/26; it is unclear how the Government will expect local government to deal with accumulated deficits beyond that time).
53. Proposals within this paper are a key part of the Council's Deficit Management Plan aimed to mitigate – as far as possible – the accumulated DSG deficit over the next four years. This is currently being updated (in consultation with ESFA) and going forward will be monitored and reported as part of the Council's performance reporting cycle.
54. It is unlikely that the existing gap can be bridged completely without additional Government support:



55. The £18m saving identified above is part of a wider package of proposals targeted to reduce costs by 27/28. Anticipated financial savings will increase gradually over the time and, over the next four years 2024/25 – 2027/28, are forecast to deliver c £34m cash reductions:

	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m
<b>Reduce / Reprofile EHCPs to increase mainstream provision and reduce Independent provision</b>	<b>0.9</b>	<b>4.2</b>	<b>10.3</b>	<b>18.6</b>
Review non-statutory provision	0.9	2.3	2.8	2.8
Alternative funding / partner contributions	0.8	0.8	0.8	0.8
0.5% funding switch (from Schools block to High Needs)	3.4	3.5	3.6	3.7
	6.0	10.8	17.5	25.9

56. There is a significant risk that savings will not be achieved in full. Through the early intervention strategies outlined in this paper, it is anticipated that there will be a reduction in the number of EHCPs overall and, importantly, a greater proportion of children educated within their local school setting. This will reduce the dependency on 'independent' provision which we anticipate to gradually stabilise and then reduce over the next few years:





57. Linked to the year on year rise in EHCPs, the Council has also seen a significant increase in the cost of SEND transport. By increasing the proportion of children educated within their local school setting – and thereby reducing the dependency on Independent and/or Special School provision – it is anticipated that this will also help limit the extent of further year on year rises in the demand and cost of SEND transport.

### **Staffordshire Children and Young People’s Framework**

58. It is proposed that any provision which falls outside of the scope of the SEDIS model, and which cannot be sourced via any other existing contracts or frameworks, will be sourced via the Staffordshire Children and Young People’s Framework.

59. For those children and young people who are known to their District SEND and Inclusion Hubs with a primary need of inclusion, these needs are currently being met through District Locality Management Groups (LMG) but are subject to a broad range of commissioning arrangements.

60. The current commissioning arrangements sometimes mean that there is an inequitable offer for children and young people to access this pre-statutory support that contributes towards them maintaining their mainstream placement.

61. The framework would ensure there is still choice and control over the provision required, whilst allowing competition amongst a large supplier market.

62. The framework could be utilised for either individual or groups of children and young people who share a similar need.

63. The framework would have ‘lots’ (categories) of provision some of these include Mentoring, Therapy / Counselling, Pre-Statutory Alternative Provision and Assessment & Training.

### **Funding the Model**

#### **SEDIS**

64. The Local Authority proposes to fund and support the development of the SEDIS Teams through the SEND District SEND and Inclusion Hubs.

65. Existing capital resources are available for projects to develop building spaces to provide bases for SEDIS teams and In-Reach provision.

66. Funding arrangements for schools seeking support from their local SEDIS team will be provided through existing resources that are held by the District Model. Funding will only be provided for children and young people who the District SEND and Inclusion Hubs and Local Management Groups (LMGs) have determined meet the criteria to enter the new Enhanced Assess Plan Do Review Pathway (EAPDR). Where this criteria is met, it is proposed that any provision that is required will be part and equally funded by the LMG and setting itself.
67. SEDIS Teams will have the capacity to meet the need of a broad range of children's needs. However, a specific model of service delivery has been set out in the Strategy in recognition of the importance of speech, language, and communication needs (SLCN). An ambitious strategy to roll out a universal SLCN is set out in the strategy. This will be delivered in partnership with Health professionals. Further proposals are set out that include the development of four SLCN centres in recognition of the importance of this need for all children and young people.

### Current and Future Funding Arrangements

Current	Future
Pot1. Strategic Pot (used for themes and trends identified via hubs) <b>£80,000 per district</b>	District allocations of £80,000 will be combined to create £640,000 available to fund provision through the Staffordshire Children and Young People's Framework.
Pot2. Specialist Outreach Pot (used for accessing support from special schools and pupil referral units) <b>£640,000 countywide</b>	Pot 2 and 3. Will be combined to create £1,200,000 to support the SEDIS model and any internal provision required through cycles of EAPDR such as support from the Educational Psychologist team.
Pot 3. Individual Needs Pot (used for individual children and young people up to a maximum of 3k) <b>£80,000 per district</b>	
Other. Budget earmarked as a contingency of overspend £80,000 countywide	Other. Budget earmarked as a contingency of overspend £80,000 countywide
<b>Total Budget to support model £2,000,000</b>	<b>Total Budget to support model £2,000,000</b>

### Staffordshire Children and Young People's Framework

68. It is proposed the framework will be financially supported by the current financial model that supports the District SEND and Inclusion Hubs as set out in point 59. Current and Future Funding Arrangements.

69. It is proposed the framework contracting period is 4 years and we anticipate a start date between April and September 2024.
70. Support for children and young people will only be available where they are known to their SEND and Inclusion Hubs and has been approved by the Locality Management Group (LMG) and/or Inclusion SEND Partnership Board (ISPB).

### **Contract Value for Framework**

<b>Year 1</b>	<b>£1,000,000 - £1,500,000</b>
<b>Year 2</b>	<b>£1,000,000 - £1,500,000</b>
<b>Year 3</b>	<b>£1,000,000 - £1,500,000</b>
<b>Year 4</b>	<b>£1,000,000 - £1,500,000</b>
<b>Total Contract Value</b>	<b>£4,000,000 - £6,000,000</b>

71. To allow for the framework to be flexible and capture the provision that is needed to meet the needs of children and young people across the system, there will be an option for other teams to use the framework for call-off's, for example social care or the virtual school. There are plans to consult with colleagues to ensure their requirements are considered when developing the framework
72. Due to the nature of a Framework, it will operate on a no volume guarantee basis.

### **Formal Consultation**

73. Staffordshire County Council invited educational settings, Health and Social Care professionals, parent/carers and children and young people to share their views on the proposed EAPDR Pathway and SEDIS Model. The consultation ran over a seven-week period, opening on the 17 May 2023 and closing on the 5 July 2023. Consultation was through an electronic survey and consultation meetings with parents, carers, and professionals. The consultation meeting with professionals took place virtually on Wednesday 14 June at 4.00pm. The consultation meetings with parents and carers took place on Wednesday 28 June and there were two sessions, 12.00pm and 6.00pm. These sessions were face-to-face.
74. We analysed the responses of 344 participants who shared their thoughts on the proposals during the consultation period. The feedback received from parents, carers, health care professionals, schools, and colleges has also been carefully considered in the decision-making process. The responses to the consultation were largely favourable (agree/strongly agree) with only 25.5% (average for EAPDR) and 21.9% (average for

SEDIS) of respondents selecting unfavourable responses (disagree/strongly disagree).

75. In accordance with the SEND Accelerated Progress Plan, The SEND & Inclusion Partnership Group continue to oversee the implementation of the APP and will provide regular updates to ensure that partners are kept fully aware and informed of actions and progress.

### **Legal Implications**

76. The proposed strategies are focused on SEND support at a pre-statutory stage, before a request for an Educational Health Care Plan (EHCP). Therefore, relevant implications here rest in the sphere of the SEND Code of Practice (2015) and Children and Families Act (2014).

77. Advice was sought from Nick Moran, Locum Solicitor, Legal Services Unit on 10 May 2023 and the 22 June 2023 in respect of the proposed SEDIS Model and Enhanced EAPDR Pathway.

78. Advice concluded that the models aligned well with central government's plans for educational provision and early identification of needs ensuring appropriate early intervention is delivered. No concerns were raised.

### **Resource and Value for Money Implications**

79. The strategy proposes the re-tasking of existing budgets already held within the district model. Therefore, no new resource is being sought.

80. The strategy is designed to provide a clearer oversight and more focussed deployment of these existing resources. Furthermore, this strategy will provide the district Locality Management Groups (LMGs) and Local Authority with a stronger governance arrangement and oversight of these resources. This should increase accountability in how schools and the Local Authority deploy these resources.

81. Within the proposed model is a clearer and more efficient commissioning strategy that is centrally maintained. This will provide increased oversight and analysis of trends.

### **Climate Change Implications**

82. The proposed strategy aligns with the Staffordshire County Council Strategic Plan to tackle climate change, enhance our environment, and make Staffordshire more sustainable. The strategy is specifically designed to work towards reducing the carbon footprint associated with

children and young people travelling to schools outside their local community.

83. The strategy will support the aspiration that children and young people should have their needs met in local mainstream and special schools.

### **List of Background Documents/Appendices:**

Appendix 1: Twelve-month progress review against the Accelerated Progress Plan (APP) Department for Education. 9 May 2023

Appendix 2: Proposed EAPDR Pathway Consultation Document

Appendix 3: Proposed SEDIS Model V1.0

Appendix 4: Strategy for Special Provision Timeline

Appendix 5: EAPDR Pathway and SEDIS FAQs

Community Impact Assessment

### **Contact Details**

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Neelam Bhardwaja, Director for Children and Families, Staffordshire County Council  
Chris Bird, Chief Transformation Officer, Staffordshire, and Stoke on Trent ICB

9 May 2023

## **TWELVE MONTH PROGRESS REVIEW AGAINST YOUR ACCELERATED PROGRESS PLAN (APP)**

Dear Neelam and Chris,

Thank you for meeting with DfE SEND and NHS England officials on 20 April 2023, to review the progress you have made against your APP over the last six months.

We are particularly grateful for the contributions from your parent carer forum (PCF) who confirmed that they felt co-production was evident through, for example, its inclusion at an early stage in the production of the Specialist Provision Strategy and gap analysis to develop enhanced provision. We are also grateful to your schools' representatives for their insight, and it is reassuring to learn that they also feel that they are being consulted and part of the process.

The evidence provided, alongside feedback from partners, demonstrated the range of actions in place to accelerate improvement. The APP priorities are embedded in work that has a wider remit also taking in specialist sufficiency, transport, and workforce developments.

The local area's collective determination to making sustainable improvements to SEND services and to the lives of children and young people continues to be clear. Evidence was also available to demonstrate that progress is being made to improve co-production, the Education Health and Care (EHC) needs assessment pathway and special provision. This was demonstrated through:

- The feedback given from partners confirming improved relationships and co-production.
- The focus given to the understanding and use of data.
- The ongoing increase in workforce capacity through the addition of Educational Psychologists and Case Workers.
- The established leadership, governance, and programme oversight, which enables the area to understand itself and to monitor and evaluate its ambitious improvement programme.

We agreed that the next steps to evidence continued improvements were that:

- Schools and the PCF can feedback that improvements are becoming consistent and being felt by the wider community.
- Parents and carers are feeling the impact of changes in their lived experiences.
- Inconsistencies in the quality of the district hubs are rectified.
- Communications to inform the wider community of the work being undertaken and improvements being made are improved.
- The new EHC needs assessment pathway is resulting in positive change in parental confidence and the quality of EHC plans where these are issued.

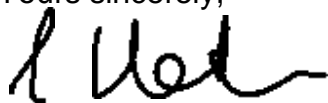
The overall progress made to date is reassuring. At your next review meeting, I would also like to see:

- Evidence of the impact of additional workforce capacity being felt by parents and carers.
- Progress of the 16 proposals, co-produced with special schools and parents, to address current gaps in specialist provision.
- Continued improvement in relationships between the LA, schools, and the PCF.
- Progress in the work being undertaken surrounding the implementation of digital solutions between Capita and the Hub.

Your next six-month review meeting should take place in October 2023. In the meantime, SEND and NHS England Advisers, Pat Tate and Debbie Ward, and Deanne Michie as your DfE Case Lead, will continue to provide you with support and challenge. If you have any questions or need any further support, please contact either party in the first instance.

We are copying this letter to Alan White, Leader of the Council, I am also copying this letter to Andre Imich (DfE Lead Professional Adviser), Pat Tate (DfE Adviser), Lorraine Mulrone (National Specialist Advisor-SEND, NHS England), Deborah Ward (NHS England Adviser), Nicole Wesley (Children, Young People and SEND Manager NHS England) and Deanne Michie (DfE Case Lead).

Yours sincerely,



Jason Henderson

Regional Lead, West Midlands Vulnerable Childrens Unit,  
Department for Education (DfE)



# Enhanced Assess, Plan, Do, Review (EAPDR) Process Consultation Document

Consultation Period 17<sup>th</sup> May – 5<sup>th</sup> July 2023



## **Enhanced APDR Consultation: 17<sup>th</sup> May – 5<sup>th</sup> July 2023**

### **Introduction**

Staffordshire County Council is inviting educational settings, Health and Social Care professionals, parent/carers, and children & young people to share their views on the proposed Enhanced Assess, Plan, Do, Review (EAPDR) cycle.

The consultation will be over a 7-week period, opening on the **17 May 2023 and closing on the 5 July 2023.**

We will consult through an electronic survey and consultation meetings with parents, carers, and professionals. The consultation meetings with parents and carers will take place on **Tuesday 13<sup>th</sup> June** and there will be two sessions, 12.00pm and 6.00pm. These sessions will be face to face.

The consultation meeting with professionals will take place virtually on **Wednesday 14<sup>th</sup> June** at 4:00pm.

All consultation responses will be reviewed and analysed, and we will feedback the outcome from the consultation, which will inform the next steps, during the week commencing 17 July 2023. The outcomes will be shared on the Local Offer, Staffordshire.gov.uk website and direct emails to schools, via the School Bag, and those that sign up to the SEND Newsletter. If you would like us to keep you up to date with progress by email, [please sign up to stay up to date](#) with the latest news.

### **Overview**

Staffordshire is a great place to live and learn. Offering every Staffordshire child and young person the best start in life, and the chance to achieve their potential by providing education to meet their needs is a real priority.

Our Vision is “all children and young people with SEND are given the opportunity to achieve everything that they can. They engage with the right support at the right time from their parents/carers, the community and the professionals that work with them to make this happen.”

In 2018/19, only 16,300 pupils required SEN Support or an EHCP. As of 2023, 16% of children (21,000) in Staffordshire schools currently require SEN Support or have an Education, Health and Care Plan (EHCP). The overall SEN population has therefore increased by almost 30% over the past five years. In total, Staffordshire currently maintains 6,977 EHCPs for children and young people aged between 0-25, and almost half (3,200) currently attend a special school.

When it comes to supporting children and young people with SEND to learn and achieve, there are many examples of excellent practice across the county, and we have and continue to learn from and build on these.

Not all children / young people who have a special educational need or disability need to attend a special school. The level and type of support a child / young person needs to reach their full potential can vary hugely and many children / young people can be well-supported in their local mainstream schools.

In reality, we currently see fewer children / young people with an EHC Plan attend mainstream schools in Staffordshire than elsewhere in the country, (currently 30% in Staffordshire and 40.5% nationally). Children with SEND also do not achieve as well as other children in Staffordshire and parents/carers and schools tell us they are frustrated with the lack of consistency of support across the county.

This has made us question what we can do with the resources we've got to improve the way children / young people with SEND are supported to learn and achieve in their local schools and to have friends and live and grow in their home communities.

Achieving this aspiration is highly complex; children and young people have a wide range of different needs, the county is big and different areas face different challenges, the way schools and education works is changing and there is continuing financial pressures for all public sector partners.

Staffordshire County Council is committed to working in partnership with parents/carers and educational settings in order for children and young people with SEND to be educated within their local area.

In addition, Staffordshire County Council recognises the importance of this partnership working as part of the Graduated Response to support the needs of children and young people who have already received significant SEN support in school, in order for them to fulfil their educational aspirations and outcomes.

### **Current SEN support in Staffordshire mainstream educational settings**

Staffordshire already has a clear framework for meeting SEND needs at SEND support (before an Educational Health and Care Plan). This is called the Graduated Response [Graduated response toolkit - Staffordshire County Council](#) and forms a key part of the SEND Code of Practice (2015). Schools and educational settings will understand this approach as the 'Assess, Plan, Do, Review' (APDR) cycle.

Nationally, it is recognised that for most children with SEND, their needs can be met in school within the schools' existing resources using cycles of APDR. This approach enables schools to assess what additional support the child or young person needs and refine this support through regular reviews. However, despite this additional support, a smaller number of children and young people may require further support that is not normally available in a school or educational setting. It is here that the school may consider requesting an Educational Health and Care Needs Assessment (EHCNA).

### **The Enhanced Assess Plan Do Review Pathway (EAPDR)**

The current national educational, economic and social context is challenging. This situation has been amplified by the impact of COVID. Staffordshire County Council recognises that schools and educational settings require additional and enhanced support to meet these challenges. The EAPDR has been co-produced with schools, education settings, Parent Carer Forum, Health, Social Care and Educational professionals in order to support schools and educational settings meet this challenge.

***The EAPDR Pathway will enhance the educational setting's capacity to meet a child or young person's SEND needs by accessing the right support, in the right place, at the right time.***

The EAPDR Pathway sets out a clear methodology to ensure schools and educational settings are supported to access further additional advice, support and resources in order to meet the needs of children and young people in their setting. The enhancement is a focused APDR process that places outcomes at the centre of the work undertaken to support the child or young person and makes resources available to schools and settings so that they can meet needs quickly and effectively. The primary purposes of the pathway are as follows:

- Support settings to meet the needs of children and young people in their local mainstream school.
- Ensure children and young people have their needs met earlier.
- Improve co-production in how we work with children, young people and families.
- Improve multi-disciplinary working and partnerships.
- Improve the 'tell it once' approach by reducing duplication of information.
- Improve the quality and timeliness of EHCNAs.
- Improve the quality of EHCPs (if they are required).
- To record pre statutory interventions in a centralised document, capturing assessment and learning about the child over time, accessible by all professionals involved, along with parents / carers.

- Place holistic outcomes at the very start of the graduated approach to meeting children and young people's need.
- Ensure equity of practice across the county and place the child, young person, and family at the centre of discussions, planning and decision making within the context of their learning environment.

### **Accessing the Enhanced APDR Pathway**

The EAPDR pathway will build on the current model of Graduated Approach. The EAPDR Pathway is a need driven model so children and young people will not require a formal diagnosis or Educational Health and Care Plan (EHCP) to access this enhanced support.

A fundamental principle of the EAPDR Pathway is that the current provision in the child or young person's mainstream school will be enhanced to improve the quality of the support available. This will increase the schools or educational settings' capacity to ensure that where possible, children and young people are educated within their local community.

In order to access the EAPDR Pathway, schools and educational settings will be asked to evidence their existing efforts of APDR and their graduated approach. This should include evidence of implementing quality APDR cycles that has advice from the SEND & Inclusion HUB and other relevant specialist support services.

### **What support is available during this Enhanced APDR cycle?**

The EAPDR Pathway is designed to be a multidisciplinary process between the school / educational setting, parents, and professionals. This may include some of the following elements:

- Additional advice and support from Educational Psychologists and the SEND Specialist Teachers
- Additional provision from the Enhanced Autism Project, mainstream / special school outreach support or various Enhanced Provision depending on the area of need.
- Additional support from the proposed Staffordshire Enhanced District Inclusion Support provisions (SEDIS)

The EAPDR Pathway will also make available funding to schools and educational settings in order to deliver the enhanced provision. This will work similarly to the current Individual Needs Funding arrangements through locality hubs and will require settings to submit a plan and costed provision map to the Locality Management Group.

## **Who is the Enhanced APDR cycle for?**

This EAPDR Pathway is available to all Staffordshire schools / educational settings who may require additional support and resources in order to support children and young people with special educational needs.

## **The EAPDR Process**

The decision to request to access the EAPDR pathway is made by the school or educational setting in consultation with parent, carers and other professionals who may be involved at the review stage of their current APDR cycle. If EAPDR is considered appropriate, the school or setting may make a request to the District SEND & Inclusion Hub. The Hub will consider the request and refer to the Locality Management Group who will determine whether the request will be agreed. This level of scrutiny will ensure equity of decision making and ensure that all schools and settings have implemented the requirements of the graduated approach before seeking the EAPDR Pathway. Schools and parents/carers will receive specific feedback and signposting should a request for EAPDR be declined.

The diagram below is a summary of the EAPDR process, it is also available as an attachment here, and in the appendices section of this document:

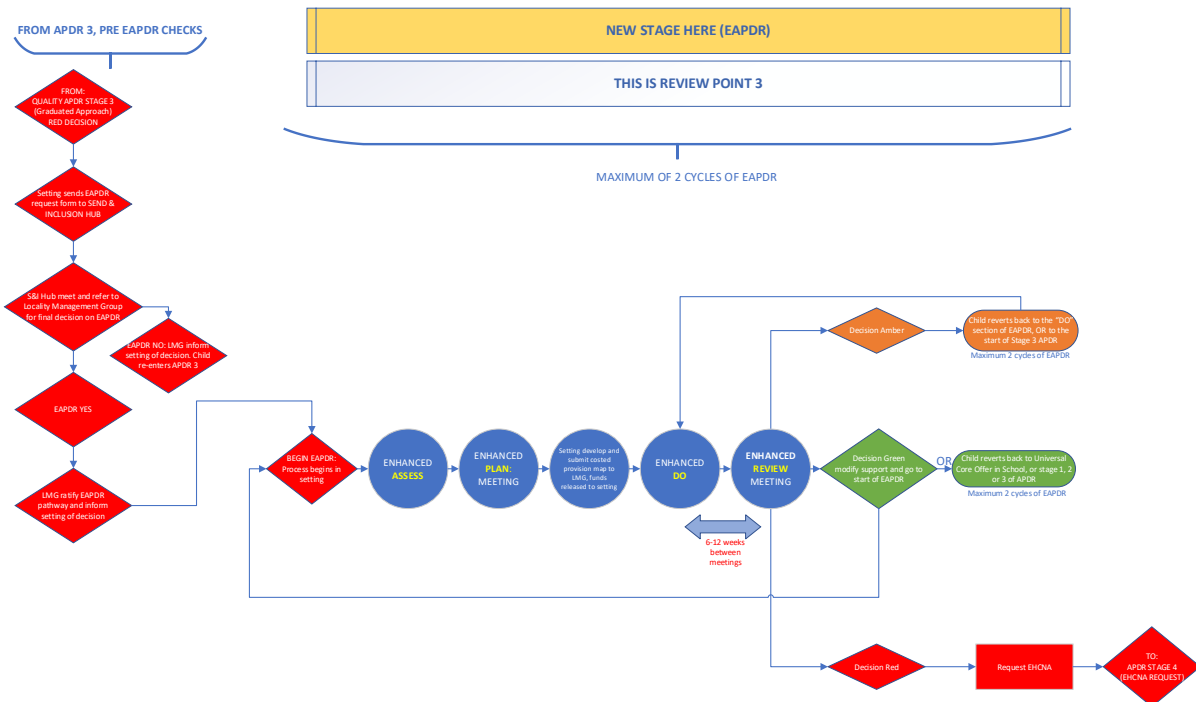


**PDF Enhanced  
APDR Stage Diagram**

How the EAPDR process fits into the current APDR cycles and SEN support in school can be found here, and in the appendices section of this document:



**PDF Enhanced  
APDR PATHWAY V0.1**



## Four Steps to the EAPDR Pathway

### Step 1: Enhanced Assess

The first step of the Enhanced Pathway will be to gather all the assessment information and request further information from outside agencies if required, in order to confirm the main areas of need and the extent of the need. Once this information is collated a meeting needs to be arranged. It is important that any advice and strategies from support services is useful and can be implemented within a school or educational setting.

### Step 2: Enhanced Plan

During this stage, a multi-disciplinary meeting will take place with parents/carers to agree the areas and extent of need, co-construct long term and short-term outcomes and agree on the interventions and enhanced provision that is recommended for the duration of the cycle. This enhanced provision will then need to be requested through the SEND & Inclusion Hub model.

### Step 3: Enhanced Do

This is the stage when the enhanced provision is accessed / implemented, and the school/educational setting are acting on the advice and strategies that have been recommended. Additional funding is available during this period to support this implementation. This stage usually lasts a term but can be less or more depending on individual circumstances.

## **Step 4: Enhanced Review**

After the agreed period of intervention, a second multi-disciplinary meeting is convened to review the impact of the enhanced support with reference to the short-term outcomes alongside progress towards the long-term outcomes. There are three different decisions that could be made in this meeting – to reduce the support, to continue the level of support or to request an EHCNA.

The EAPDR cycle can run for a maximum of two cycles of support before deciding that the enhanced support is no longer required or that an EHCNA should be requested. If it is determined that requesting an EHCNA is appropriate, the assessment and review evidence collected over the course of the EAPDR will be submitted to the Local Authority, as the primary source of evidence.

## **Exceptions**

All children and young people attending Staffordshire schools and educational settings will be able to access the EAPDR Pathway should that be required. However, in very exceptional circumstances, it may be more appropriate to make an immediate request for an EHCNA. Examples of where this might be appropriate would be for children/young people with a sudden brain injury or profound and/or multiple educational needs.

Staffordshire County Council recognises that notwithstanding the importance of a high-quality graduated approach to meeting SEND needs, parents and carers have the legal right to request an EHCNA where they believe this is required.

## **Proposed timeline for implementation**

A draft EAPDR Pathway model will be introduced and piloted between September 2023 and December 2023. There will be countywide training packages for school SENCOs, headteachers, parents / carers, governors, and SCC staff commencing in September 2023. The plan is to learn from this pilot with a view to a countywide launch in January 2024.

## **Frequently Asked Questions**

### **What will be the benefit for children/young people?**

- Children and young people will have additional needs identified earlier and the right support in place. In most cases, this will mean that they can have their needs met in their local mainstream school so they can learn alongside their friends.



**What is the benefit for educational settings?**

- The EAPDR Pathway will provide a clear procedure for schools / educational settings to access enhanced advice, support and if required, funding. This will enable the setting to access and provide the relevant support / provision that the child or young person requires.

**What is the benefit for parents/carers?**

- The EAPDR Pathway will ensure that parents and carers have a clear understanding about what support their child's school should be making to meet additional needs, and what options are available should this provision need to change. The EAPDR Pathway places the child and family at the centre of the process ensuring that their voice is heard in decision making.

**What is the benefit for specialist support services?**

- The EAPDR Pathway will provide a clear and consistent process for specialist support services (e.g. Educational Psychologists, Specialist Teachers, Social Workers, Early Help Practitioners, Speech and Language Therapists) to be involved in providing assessment and support over time. This will ensure that their assessments and advice are more reliable and valid.

**What is the benefit for Staffordshire County Council?**

- The EAPDR Pathway will enable SCC to support more schools and, therefore more children and young people in their local mainstream schools. The pathway will promote inclusion in Staffordshire schools by supporting settings to increase their capacity to meet an ever increasing and diverse range of SEND needs.
- The EAPDR Pathway will also ensure that we have equitable access to support and resources across the county.

**How will the EAPDR support be monitored?**

- Planning and reviewing the EAPDR support is built into the new Pathway with outcomes and provision for the children / young people being co-constructed by the multi-disciplinary team. The provision during the 'Do' phase will initially be monitored by the educational setting and reviewed by the multidisciplinary team in the 'Review' phase.

### **How will this framework be evaluated?**

- The EAPDR Pathway will be piloted and evaluated with a small number of schools across the 8 districts in the Autumn Term 2023. There will be a longer-term evaluation planned exploring outcome data from schools accessing EAPDR and including the views of parents/carers and professionals to evaluate whether the original purposes of the pathway are met.

### **Is the EAPDR Pathway an assessment?**

- The EAPDR is by its very nature a plan, do and review process. This involves assessment and planning are incorporated in this pathway and the 'Plan' stage will agree a support plan based on the assessment information gathered within the 'Assess' stage.

### **Does the child/young person need a diagnosis to access the EAPDR Pathway?**

- This is a needs led pathway so children and young people do not need a diagnosis to access the support and provision available within the EAPDR Pathway. The primary key evidence required to access the EAPDR Pathway is evidence of additional needs and, evidence that the school already implemented good quality APDR support and have followed the Staffordshire Graduated Approach.

### **What happens if the school application for the EAPDR is not agreed?**

- For most children or young people, their school can meet their needs without accessing the EAPDR Pathway. There will be a clear reason and sign posting given by the LMG if it is felt that the EAPDR pathway is not appropriate. Schools and educational settings can, having considered and responded to this advice, make a future request at any time.

### **What if a child/young person requires an EHCNA?**

- If the child/young person requires an EHCNA this will be discussed at the 'Review' stage. If all parties involved in the EAPDR process (including the parents/cares) agree that this is the best course of action, a request will be submitted to the Central Panel at SCC. This will be an electronic process and all the work from the EAPDR will form the basis of the request.

### **What if a child/young person requires an EHCP?**

- If the EHCNA results in a EHC Plan, the information from the EAPDR process will form the contents of the Plan. As the EAPDR assessment and review has been over a period of time with the right professional

involved and the child and family voice represented from the start, it will result in more accurate information being used to write the EHC Plan.

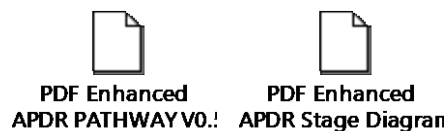
### **Glossary of Terms**

APDR:	Assess, Plan, Do, Review
EAPDR:	Enhanced Assess, Plan, Do, Review
SENCO:	SEND Coordinator
SEND:	Special Educational Needs / Disabilities
SCC:	Staffordshire County Council
EHCNA:	Education, Health, Care Needs Assessment
EHCP:	Education, Health, Care Plan

**Please go back to the Home page**  
**<https://letstalk.staffordshire.gov.uk/eapdr-sedis> and click on**  
**the Survey button to provide your views and comments.**

### **Appendices:**

Detail of the APDR/Enhanced APDR model process:





# Strategy for Special Provision

## Proposed Staffordshire Enhanced District Inclusion Support (SEDIS) Model v1.0

Author Dr Halit Hulusi, Head of SEND

Date Monday 15 May 2023

## **Introduction**

Staffordshire County Council has been working with our partners over the last 12 months to develop a Strategy for Special Provision that ensures equality of access to education which meets the individual needs of our children and young people in their local community to give them the best start in life and a chance to achieve their potential.

The Strategy for Special Provision has been informed by the conclusions drawn from a detailed gap analysis of current need and existing provision and the views and ideas of representatives from Health, Social Care, educational settings including Pupil Referral Units, The Virtual School, and parents and carers.

The Strategy comprises two major components:

- A pre-statutory Staffordshire Enhanced District Inclusion Support Model (SEDIS) to provide mainstream educational settings with the resources and support to deliver the graduated response.
- The creation of additional provision in Staffordshire Special Schools based on a detailed analysis of need.

This document sets out the proposed SEDIS Model.

## **Overarching Principles**

Our aspiration in Staffordshire is to ensure all children and young people are educated in their local community with the right support at the right time. The proposed SEDIS Model will build upon the current graduated response for special educational needs (SEND) and further develop existing district locality working. The Model seeks to continue to remove barriers to inclusion in mainstream educational settings by building capacity and confidence as well as enabling settings to share best evidence-based practice and support each other.

In order to ensure all children and young people achieve their full potential, SEDIS will support educational settings to remove barriers to learning and support the development of inclusive and relational learning environments.

## **Staffordshire Graduated Response**

Special Educational Needs (SEN) support in Staffordshire already has a clear cycle of assessment, planning and putting in place appropriate support, and reviewing a child or young person's progress. This is known as 'Assess, Plan, Do, Review'. [The Graduated Response - SEN Support in Settings | Staffordshire Connects.](#)

Staffordshire has a clearly defined Graduated Response model of support which guides educational settings to meet the needs of children and young people who may present with SEND. A key part of this approach was the formation of District SEND and Inclusion Hubs [SEND & Inclusion Hubs - support for school staff | Staffordshire Connects](#)

The work of the District SEND and Inclusion Hubs is built upon and guided by the following core principles:

- Promoting and embedding early intervention.
- Focusing on outcomes for the child and family.
- Offering peer support and constructive challenge in an environment which enables people to be open and honest.
- Empowering educational settings to be more able to meet SEND and Inclusion needs.
- Promoting multi-agency working and co-production with partners, including Health & Social Care.

The proposed SEDIS Model will build on this to ensure children and young people of Staffordshire can access high quality provision which meets their individual needs, when they need it, in their local mainstream educational setting, without the need for a formal diagnosis or Educational Health and Care Plan (EHCP). A fundamental principle of the proposed model is the mainstream educational setting will be supported to develop their capacity to ensure that where possible, children and young people are educated within their local community.



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## **SEDIS Model**

### **Principles of the Model**

The model proposes a district-based Enhanced Outreach and Enhanced In-Reach offer for mainstream educational settings based upon the presenting needs of the child/young person. This model of support seeks to address unmet SEND needs using an 'eco-systemic' approach drawing on expertise from across Health, Social Care and Education.

The SEDIS Model will sit alongside and work in partnership with the new Family Hubs to ensure that support builds capacity and empowers the two main systems in the child or young person's life, the family and the educational setting.

## The Model: Enhanced Outreach and In-Reach Provision

SEDIS provision is first and foremost a model of proactive early support for children and young people as well as a way of developing sustainable capacity in mainstream educational settings. SEDIS is not a process of 'last resort' prior to exclusion, placement breakdown or a primary method for creating evidence for a request for an Education Health Care Needs Assessment.

Utilised proactively, it is envisaged SEDIS provision will help to build capacity and confidence within Staffordshire's mainstream educational settings alongside supporting a more personalised and tailored approach to addressing a child or young person's additional needs. The model recognises and champions an emphasis on early support for children and young people who are care experienced.

The model is designed to be predominantly an Enhanced Outreach approach. Outreach entails the educational setting that is seeking support receiving additional and enhanced specialist support to develop their capacity to meet the needs of children and young people. Outreach is also designed to develop the capacity of the educational setting that is seeking support to meet the needs of all children in their setting in the future.

In some circumstances, despite high quality Enhanced Outreach support, the child or young person may require specific support that is away from their educational setting. Where this is the case, they may require an Enhanced In-Reach placement. If this level of provision is required, there is expectation that the child or young person's educational setting will have engaged with the support offered from the SEDIS Outreach provision. SEDIS will be delivered on an individual basis or in small groups and in all circumstances, the child or young person will remain on the roll of their educational setting.



### SEDIS Criteria:

It is proposed that mainstream educational settings will request SEDIS via the District SEND and Inclusion Hubs where they are experiencing challenges in meeting the SEND needs of a child or young person.



SEDIS is for all children and young people aged 0-25. Support is needs based rather than diagnosis led. A request for SEDIS may be made to seek support for a range of reasons, including the following:

- Addressing challenges with cognition/learning, social emotional, social communication, speech and language and social interaction needs that present a barrier to learning and the development and maintenance of relationships (see page 8 for Speech and Language needs provision).
- Understanding and addressing sensory issues that may be impacting on the child or young persons' engagement with and access to the curriculum.
- Children and young people who may experience challenges with mental wellbeing i.e., anxiety, panic attacks, depression.
- Supporting educational setting engagement and challenges with school attendance.
- Support to understand and meet unidentified SEND.
- Preventing placement breakdown and school exclusion.

### **Process for Accessing SEDIS**

The proposed SEDIS Model builds on existing support structures in the District SEND and Inclusion Hubs. Educational settings will continue to discuss children and young people requiring additional support and who may be at risk of exclusion at the Hubs. These Hubs will act as a multi-agency triage platform and where a child or young person may require enhanced support, they will submit a request for SEDIS to their Locality Management Group (LMG).

Where a request for SEDIS is accepted by the LMG, the initial offer will be for Enhanced Outreach support for the child or young person's educational setting. If following Enhanced Outreach support, it is deemed the child or young person would further benefit from a more intensive Enhanced In-Reach placement for a time limited period, the SEND & Inclusion Hub will refer a request to their LMG.

Settings will be required to engage with the Enhanced Outreach provision offer first as a pre-requisite to any request for Enhanced In-Reach provision.

### **Introduction Process**

The SEDIS model recognises that the development of functional literacy and numeracy skills are key variables in access to the curriculum and inclusion. Therefore, all children and young people accessing additional support from SEDIS, whatever their primary presenting needs, will be screened for underlying literacy and numeracy difficulties.

A structured introduction process for both Enhanced In-Reach and Enhanced Outreach provision will incorporate all parties involved in supporting the child or young person (i.e., the child or young person's educational setting, parents/carers, provision staff and other professionals involved). This is important to ensure a smooth and informed transition.

This introduction will usually include:

- Meetings with parents/carers and child or young person together before the start of SEDIS support. These meetings would be used to alleviate concerns and offer reassurances, discuss what support and academic provision might be suitable. These are also used to explain what the expectations of the child or young person's educational setting, parents/carers and the young person are and offer the opportunity to discuss any unmet needs / challenges that may be presenting.
- SEDIS professionals will initially visit the child or young person in their current setting to conduct observations, gather evidence of need / understand strategies that have been implemented previously. A 'bespoke' outreach support programme will then be tailored towards that child or young person's needs which will be supported and guided by the SEDIS provision staff over a period of up to half a term and draw on any necessary specialist support if needed e.g., Health colleagues, Specialist Teachers, Educational Psychologists, Pupil Referral Unit etc.
- If after this support the child or young person's educational setting is still experiencing challenges in meeting the needs of the child or young person, and there has been no noted improvement there would be an opportunity at that point to seek more intensive Enhanced In-Reach support.
- The child or young person will be given the opportunity to meet all teachers and staff in an informal way and to observe other children or young people in the provision.
- Visits and 'taster' sessions at the beginning of the Enhanced In-Reach offer for parents/carers and child or young person to become familiar with the environment.
- Involvement and engagement from the child or young person's educational setting to help ease the transition period for the child or young person.
- Parental/carer involvement and engagement in the introduction process to help ensure engagement and attendance throughout the placement.
- Support and guidance to parents/carers to form part of the outreach provision offering an eco-systemic approach.

### **SEDIS Outreach Provision**

Enhanced Outreach provision is for educational settings requiring additional enhanced support to meet the diverse and unique needs of children and young people with SEND. Educational settings will access their local Enhanced Outreach provision via their District SEND and Inclusion Hubs.

Outreach support is primarily focused on supporting the educational setting to develop the capacity to meet the needs of children with SEND. The child or young person will remain in their educational setting, with SEDIS staff generally visiting the setting 2-3 times a week, for the duration of the provision, to support staff with implementing agreed strategies, to model support techniques, and support resource development. There is an expectation that the child or young person's educational setting will have completed the free Relational and Restorative Practice training Offer.

If after high quality Enhanced Outreach support, the child or young person requires specific support away from their educational setting they may require an Enhanced In-Reach placement. Although this provision may be away from the child or young person's educational setting, they will continue to remain on the roll of their educational setting.

### **SEDIS In-Reach Provision**

Attending the SEDIS provision can be on either a full time or part time basis according to individual needs. The child or young person will remain dual registered with their mainstream educational setting who will retain responsibility for their academic progress and safeguarding. Placement's will be 'time limited' and not usually for a period longer than one term. There is an expectation that the child or young person returns to their educational setting after the enhanced In-Reach support has taken place.

All Enhanced In-Reach placements will be followed by a period of Enhanced Outreach support using a phased approach to reintegration by the SEDIS staff. Staffordshire Educational Psychology, the Specialist Teaching Support Services, The Virtual School, Pupil Referral Unit and Mental Health Support Team, (practitioners in educational settings), may also facilitate the reintegration process if appropriate.

On accessing the SEDIS In-Reach provision, the following assessments will be completed:

- Review of baseline academic assessments specifically where the child or young person may have missed significant parts of learning prior to a request for SEDIS.
- Functional Behavioural Analysis may be appropriate to better understand behaviour and the factors influencing it with a view to introducing adjustments which will produce an alternate set of behaviours.
- Assessment of key psychosocial skills – i.e., self-esteem, social skills, communication skills and attitude to learning, Boxall Profile / Strengths and Difficulties (SDQ) Mental Health Assessment.
- Gathering of a child or young person's family history including living situations and close relationships.
- Assessment of known risk factors, e.g., trauma, care experience, etc.
- Outcome Star methodology may be used to both baseline and evidence progress.

### **Curriculum**

Whilst the SEDIS model is not designated as or deemed to be an alternative provision, this model is mindful of DfE guidance for such provision's and seeks to embed these values within it.

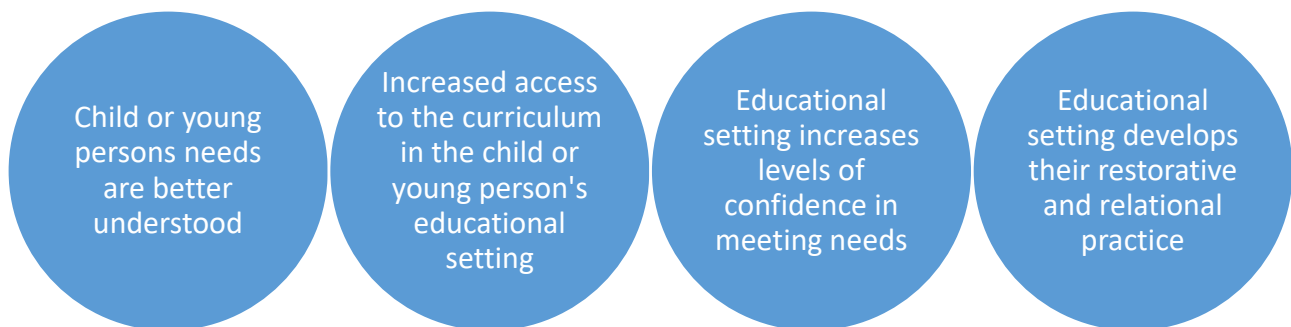
The DfE's Statutory Guidance indicates that, although good alternative provision will differ for individual children and young people, there are common elements that alternative provisions should aim to achieve, including:

- Good academic attainment on par with mainstream schools, particularly in English, Mathematics and Science (including IT), and with appropriate accreditation and qualifications.

- That the specific personal, social, and academic needs of children and young people are properly identified and met to help them to overcome any barriers to attainment.
- Improved motivation and self-confidence, attendance, and engagement with education.
- Clearly defined objectives, including the next steps following the placement such as reintegration into mainstream education, or successful transition to further education, training, or employment.

## **SEDIS Model Desired Outcomes**

The purpose of the proposed SEDIS Model is to ensure that every child and young person has the right support at the right time. Outcomes for children, young people, and their educational setting as a result of Enhanced Inclusion Support will be evidenced by improvement in the following areas.



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## **SEDIS and Requesting an Educational Health Care Needs Assessment**

For a small minority of children and young people, despite high quality support through the enhanced graduated response, their additional needs may require significant provision that may exceed that which a mainstream educational setting can provide.

For a smaller group of children and young people, their needs may require provision that can be made in a special school. The SEDIS Model is part of the enhanced graduated response that provides an evidence-based way to understand whether a child or young person may require an Educational Health Care Needs Assessment.

It is proposed that all children or young people accessing SEDIS are also reviewed through the new proposed Enhanced Assess Plan Do Review (EAPDR) Pathway.

## **Funding Arrangements**

It is proposed that SEDIS will be jointly funded by the Local Authority, via the current arrangements in the District SEND and Inclusion Hubs, and the mainstream setting.

Transport to and from SEDIS In-Reach provision will be the responsibility of the child or young person's educational setting/parents. Ideally students will be placed locally within their communities mitigating against this aspect. Timings of the school day may need to be adjusted accordingly to facilitate families who need to transport other siblings.

## **SEDIS Settings and Locations**

The Local Authority will be seeking expressions of interest from educational settings to develop SEDIS teams across the 8 Districts. In some larger districts, additional teams may also be required.

It is hoped that proposals will be forthcoming from groups of educational settings that represent all key stages of education. Expressions of interest will be especially welcomed from groups of mainstream educational settings in collaboration with special schools and Pupil Referral Units.

SEDIS teams will be comprised of professionals from educational settings, Local Authority Officers (e.g., Educational Psychologists, Specialist Teachers), colleagues from Pupil Referral Units, Health and Social Care. Teams will require a base of operations with capacity to make provision for In Reach.

The Local Authority proposes to support the development of the SEDIS Teams through the District SEND and Inclusion Hubs. Additional capital resources may also be available for projects to develop building spaces to provide bases for SEDIS teams and In-Reach provision.

## **Speech and Language Provision**

Speech, Language & Communication Needs (SLCN) underpins all aspects of child and adolescent development. With this in mind, provision in this area is set out specifically below.

Speech and Language needs can be detected very early on in a child's life, prior to school and before agencies such as Speech and Language are involved. It is important therefore that there is a broad, community-based offer to support adults to effectively intervene with difficulties as soon as they become apparent. The model proposes a tiered approach to meeting needs in this area based on a universal and targeted response.

## **Universal Provision**

Universal provision for children in Staffordshire will include:

### ***A Countywide Digital Offer (All-phase awareness raising in Speech and Language needs)***

The digital offer will provide information and advice to support parents/carers and practitioners. This provision is currently available for Early Years, (pregnancy to 4 years) but will be extended to include Primary and Secondary aged children. This toolkit will include various resources of support, including free training opportunities in the form of webinars.

### ***Early Years training offer***

The Early Years offer will be a virtual training package to develop the confidence of Early Years practitioners in the identification of speech and language difficulties and being more confident in knowing what strategies to use in an Early Years setting. The package will cover four modules:

- **Communicating with confidence** – introduction to the role of key adult in the child's life and attachments and communication development.
- **Staged pathway** – introduction to a tool that support practitioners decision making regarding referral to Speech and Language therapy services.
- **Early communication screening** – introduction to the early communication screening tool.
- **Time to Talk intervention** – introduction to a targeted language intervention.
- The package will also include a copy of the Early Communication Screening toolkit and the Time to Talk intervention resource for use in the setting.

### ***Speech and Language Offer Awareness Raising Programme (2yrs)***

Will be offered through Primary, Secondary and LMG Hubs, the SENCO network and the e-school bag.

Speech and Language representative and regional Heads of Centre will attend or record awareness raising/ FAQ webinars for all hubs in the first term. This will be done each year for two years.

### ***Twilight Sessions***

There will be ten virtual twilight sessions for two years free to educational settings. This includes Stoke Speaks Out training, how to make referrals and service provision. Twilights are available as webinars for new staff and settings as required.

### ***Teaching across the curriculum***

Class teachers target teaching across the curriculum, including vocabulary teaching, pre-teaching of core concepts and appropriate approach to grammar teaching e.g., colourful semantics, shape coding and cued articulation. This is every setting's responsibility and is covered in the core training offer. Uptake of this offer is monitored via the Regional Heads of Centre.

### **Screening pathway**

A screening pathway from Early Years to key stage 3, incorporating:

1. The two-year check
2. Reception check, using the Stoke Speaks Out Early Communication Screen ©
3. Year 7 check
4. Year 9 check

### **Targeted Provision**

If despite inclusive high-quality language rich teaching, a child's difficulties continue, then there is access to clear and straightforward advice on what to do next. At the targeted stage, the ownership of intervention and support remains with the setting and parents and includes the following support:

#### **Early Years children**

Preschool aged children with identified SLCN will continue to be referred directly to the Speech and Language Therapy Service without the need for Early Years Forum's support. This is part of the early support offer.

#### **Targeted Assessment**

Stoke Speaks Out Early Communication Screen © alongside Staged Pathway as mentioned above. Some settings are already using Wellcomm. School observations and developmental checklists, Staged Pathway again have these resources.

Following language screens across all phases (preschool, reception, year 7 and year 9), further targeted assessment takes place, followed by support. This is captured as part of APDR cycles. For example, cued articulation, colourful semantics; small group provision in the child's area of need. These are taught as small group sessions frequently for short bursts.

#### **Outreach and Referral**

ADPR (1) information is sent to Speech and Language via the Stoke Speaks Out pathway and logged with the LMG via the SLC email address (this will be required for further referrals).

ADPR (2) Speech and Language Therapy service deliver a programme of activities and advice at the child or young person's educational setting and home. This will include any specific training needs or approaches recommended by the Speech and Language Therapist. This is reviewed jointly in the event of little progress.

## **District Centres**

Four District Centres that provide:

- A place for both in-reach and out-reach support.
- A dedicated day for work in educational settings.
- A dedicated phone line for advice and support.
- Specialist training packages for educational settings including Makaton, colourful semantics, cued articulation, word aware and vocabulary teaching. These remain free where a child is open to Speech and Language.
- The Centres provide enhanced, evidence-based support for children and young people with identified need that has not been resolved via APDR; lack of progress despite targeted support as evidenced by a request for support to the LMG.

## **Identification**

Children will usually be identified by Early Years or the child or young person's educational setting staff, in consultation with parents.

Initial steps to support the child will be implemented and reviewed by their educational setting staff, parents and Speech and Language Therapists (SLT). Settings are expected to access the Stoke Speaks Out staged pathway in order to make a referral to local Speech and Language Therapy services.

Settings will follow the 'Assess-Plan-Do-Review' cycle, following specialist advice from the Speech and Language Therapy service and any other professionals involved. Progress will be reviewed at an agreed point by the child or young person's educational setting, involving the Speech and Language Therapist, parents and any other professionals working with the child for speech or language difficulties.

## **In reach support**

The Centre's support with in-reach (settings visit the Centre and work collaboratively) as well as the outreach support as part of the targeted offer.

This is part of the effective work that will see the child transition back to their mainstream setting successfully at the end of the District Centre placement.

## **Admission Procedures**

Applications will be considered at a termly Admission Panel meeting, this will be three times a year, and on a double district basis as part of LMG arrangements.

The Admission Panel will comprise of members of the LMGs and health representatives., as well as regional Head of Centre and LA reps.



Admission Panel will consider the needs of the children against specified entrance criteria from reception to year 5. Transition arrangements will be made for children to return to their educational setting and have monitored transitions to secondary provision.

Children will commence placement the term after the admissions Panel has met to make their decision.

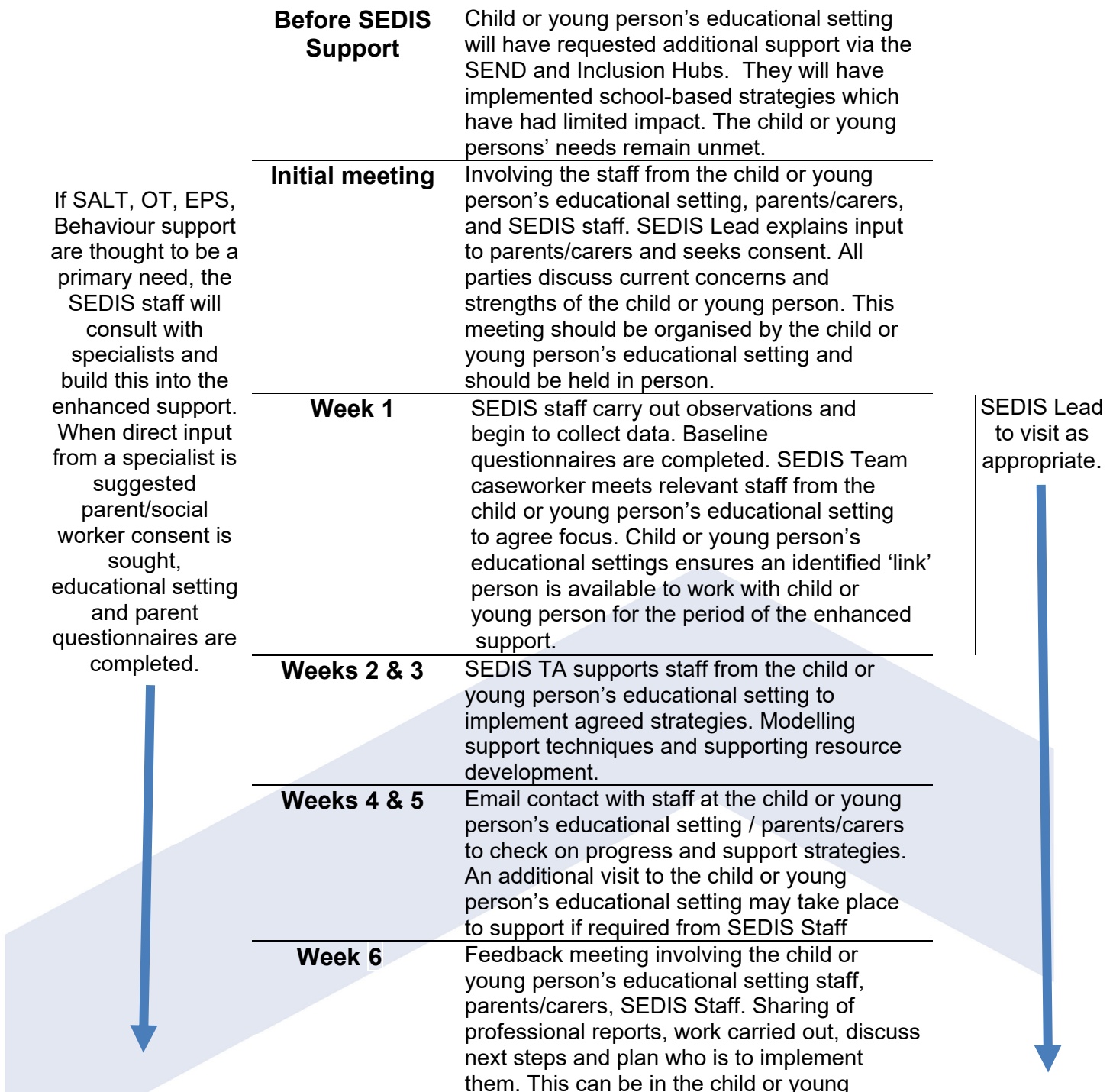
Pupils will be based at the District Centre on a part-time basis (2-3 days) and attend their educational setting for the other half of the week.

Pupils will remain on roll at their primary educational setting.

## Appendix 1: Proposed 'Outreach' SEDIS Provision Flow Chart

The SEDIS staff will generally be in the child or young person's educational setting 2-3 times a week for the duration of the support. In addition to this, visiting professional's may be asked to support the educational setting. This will be jointly funded by the LA, via the District Locality Management Groups, and the child or young person's educational setting.

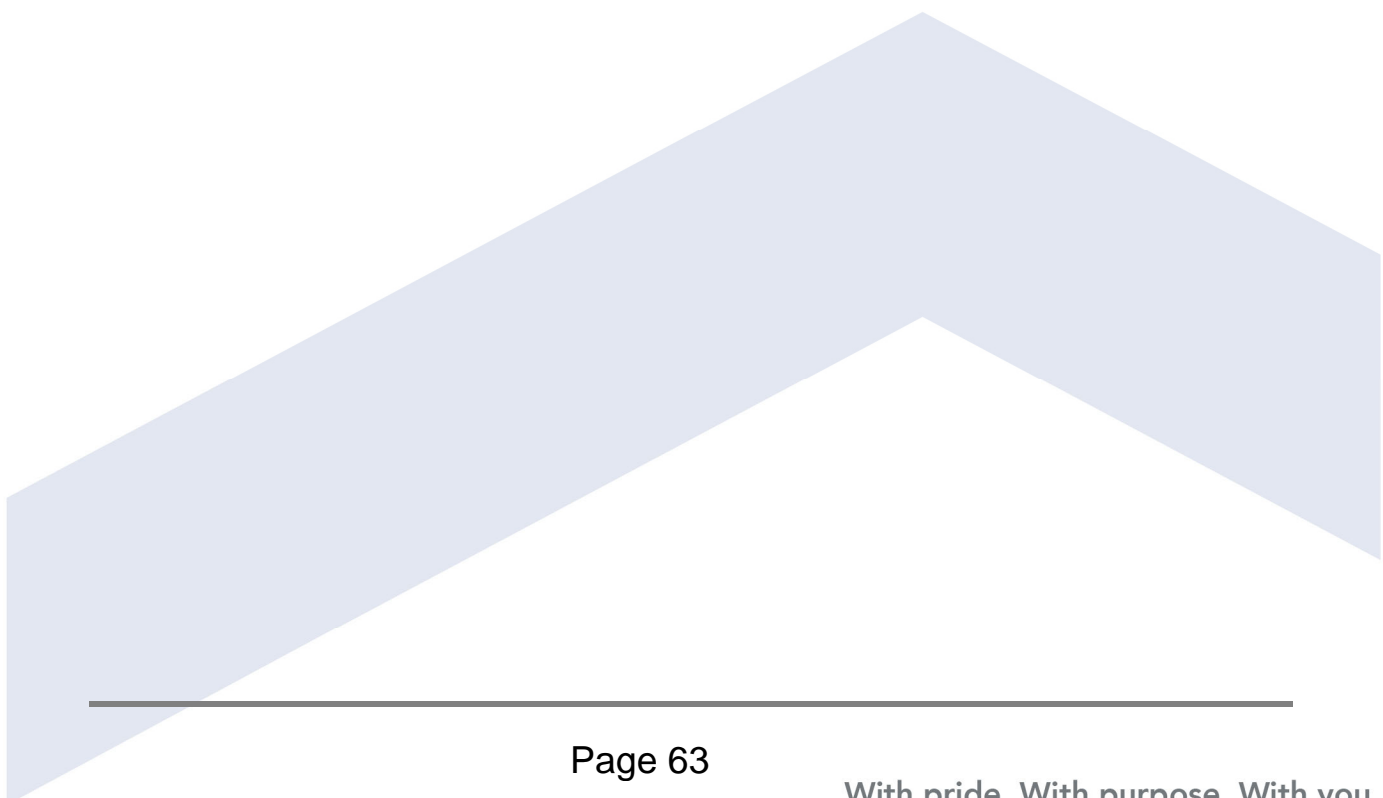
*There is an expectation that the educational setting will have completed the 'Free' Relational and Restorative Practice training Offer.*



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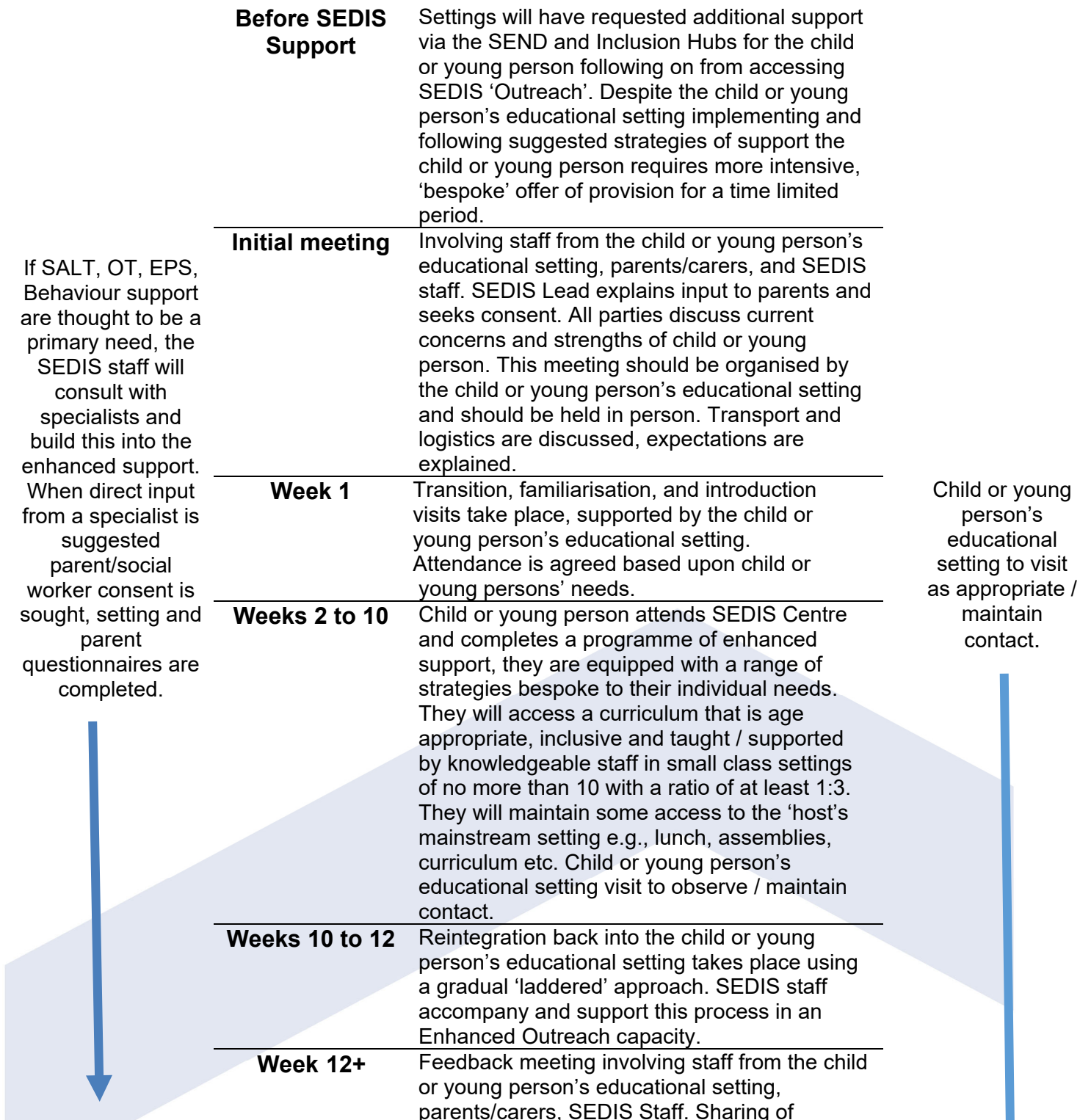
	person's educational setting or virtual. Exit questionnaires completed.
<b>Week 6+</b>	SEDIS Team available for ongoing remote support.

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## Appendix 2: Proposed 'In-Reach' SEDIS Provision Flow Chart

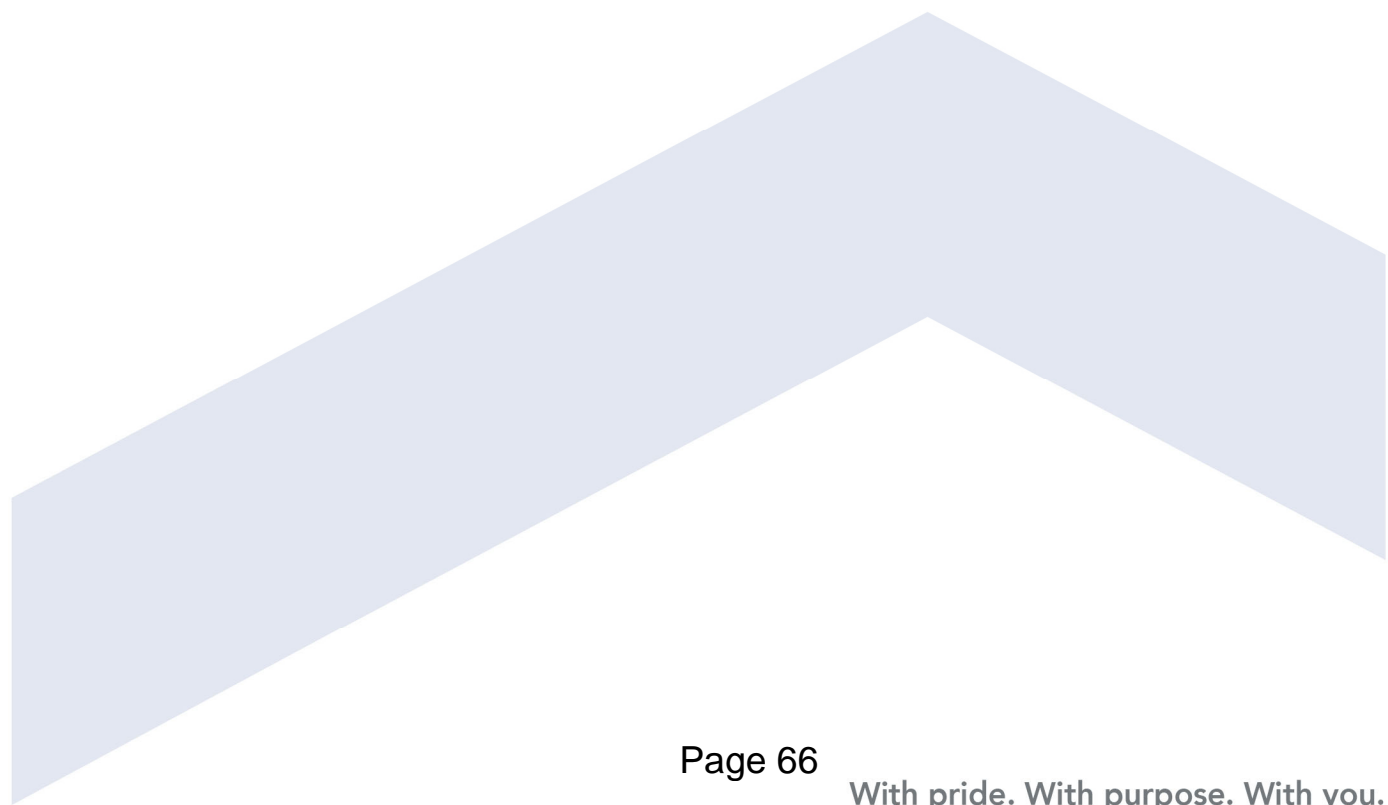
The Placement will usually last for up to 12 weeks, it may be full time or part time dependent upon needs. In all cases settings will have accessed the 'Outreach' offer of support. This will be jointly funded by the LA, via the District Locality Management Groups, and the and the child or young person's educational setting.



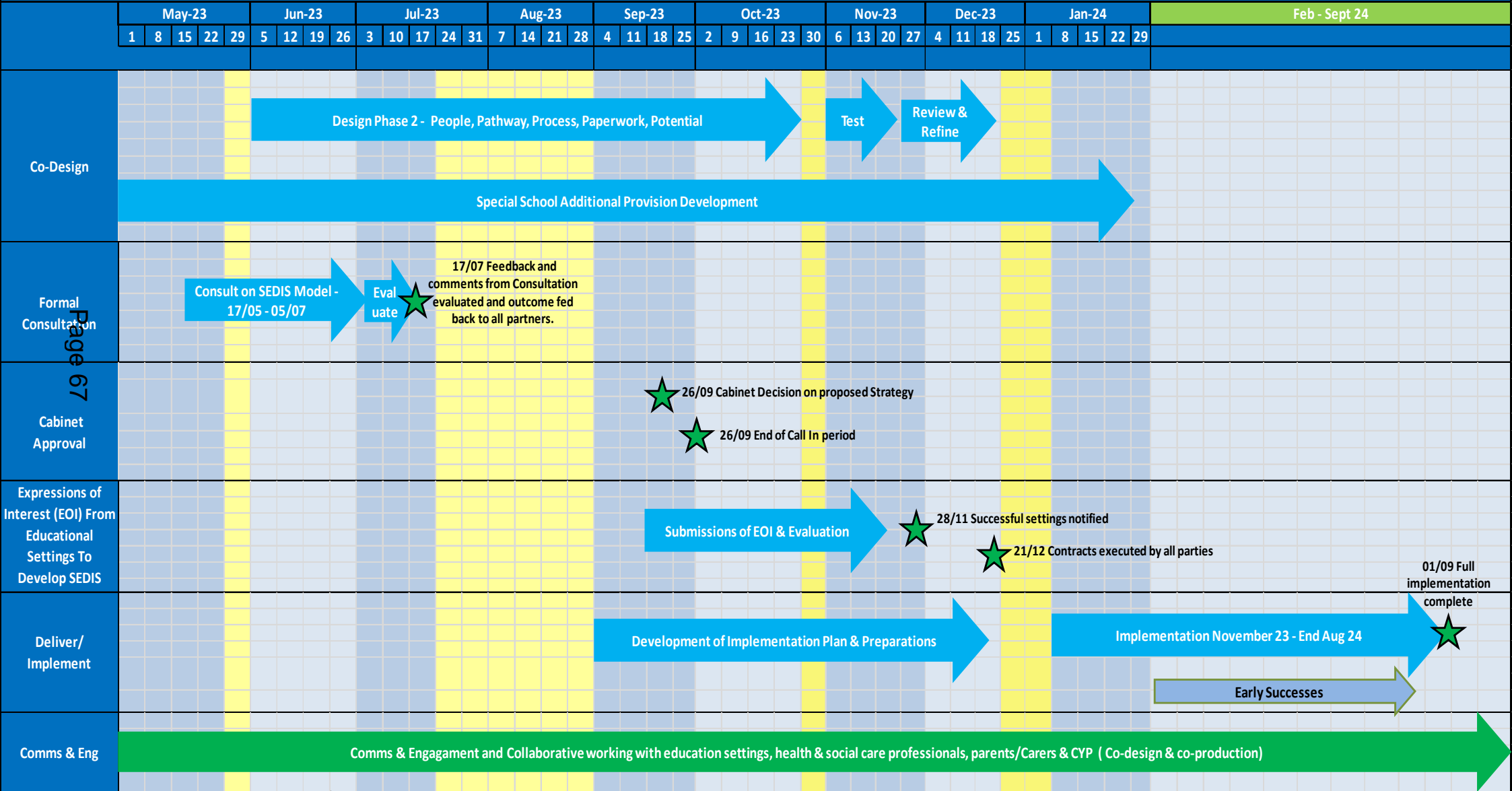
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professional reports/advice, work carried out, discuss next steps and plan who is to implement them. Exit questionnaires completed. SEDIS Team available for Enhanced Outreach support if needed.

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# Strategy for Special Provision Timeline



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# Strategy For Special Provision

## Proposed Staffordshire Enhanced District Inclusion Support Model (SEDIS)

### Frequently Asked Questions (FAQ's)

Dr Halit Hulusi  
Head of SEND



## **Strategy For Special Provision**

### **Staffordshire Enhanced District Inclusion Support Model Frequently Asked Questions**

#### **Who can access SEDIS?**

Any Staffordshire mainstream educational setting who is experiencing challenges meeting the needs of children and young people in their setting. Settings will need to have already discussed the child or young person at their District SEND and Inclusion Hub.

#### **Where will SEDIS provision be located?**

It is anticipated that each of the 8 districts in Staffordshire will develop a collaborative SEDIS offer.

#### **How will SEDIS provisions be developed?**

The Local Authority will be seeking expressions of interest from educational setting to develop SEDIS teams across the 8 Districts. In some larger districts, additional teams may also be required. It is hoped that proposals will be forthcoming from groups of schools that represent all key stages of education. Expressions of interest will be especially welcomed from groups of settings that include special schools. Local Authority (Educational Psychologists and Specialist Teaching Teams) and Health colleagues will align their services to work with SEDIS teams.

#### **Does the child or young person require an Educational Health and Care Plan (EHCP) or diagnosis to access SEDIS?**

No. Access to SEDIS is based on the child or young person's needs and decided by the District Locality Management Group (LMG).

#### **Who decides if SEDIS is appropriate?**

SEDIS referrals from SEND and Inclusion Hubs will be considered by District Locality Management Group. *N.B Early Years are not currently discussed within the SEND and Inclusion Hubs, so a different pathway via Early Years Forum may be more appropriate.*

#### **How do mainstream educational settings apply for SEDIS?**

Consideration for SEDIS provision will be via the standard SEND and Inclusion Hub paperwork. The hub model has an escalation process for children who are newly arrived in the locality e.g., care experienced children.

**What evidence will mainstream settings be required to provide when requesting SEDIS for a child or young person?**

Settings will be required to evidence at least one cycle of Assess, Plan, Do and Review (APDR), evidencing a quality graduated response.

**Can a setting access Enhanced In-Reach support instead of Enhanced Outreach support?**

No. The setting will be offered Enhanced Outreach support prior to accessing Enhanced In-Reach support. There may be nuances around this and exceptions made particularly for children who are looked after and have experienced lack of stability in education. Multi-agency discussions with the Virtual School and Social Care would need to take place in such instances.

**How long will settings receive SEDIS Out-Reach and In-Reach support for?**

Support will be time limited, usually for a period of between 6-12 weeks. Provision may be extended beyond this according to student needs in discussion with the District SEND and Inclusion Hub and LMG. Provision will be needs led and could be offered on a full or part time basis ensuring maximum flexibility.

**If In-Reach is required, will the child or young person come off the roll of their home school?**

No. Children and young people will remain on the roll of their home mainstream setting when they are receiving SEDIS In-Reach support. The expectation is that most students will return to their mainstream setting once any intervention has ended equipped with a set of strategies that can be used by the young person and school to help maintain the mainstream placement.

**Who is responsible for safeguarding whilst SEDIS is provided?**

Safeguarding will remain the responsibility of the home setting throughout any support offered from the SEDIS provision. In the case of students who are care experienced, the Local Authority will continue to oversee and monitor this through the Personal Education Planning – PEP process. The expectation is that a member of staff from the home setting will be nominated as link professional for the duration of any SEDIS provision.

**Who will fund SEDIS?**

The SEDIS provision will be jointly funded by the Local Authority via the LMG and the referring mainstream setting.

**Who is responsible for transport arrangements should they be required for SEDIS In-Reach support?**

Transportation to and from the SEDIS provision (if necessary) will be the responsibility of the mainstream setting / parents/ carers. Ideally children and young people will be placed locally within their communities mitigating against this aspect. Timings of the school day may need to be adjusted accordingly to facilitate families who need to transport other siblings.

# Community Impact Assessment

Special Educational Needs and Disabilities (SEND) Accelerated Progress Plan: Enhanced Assess-Plan-Do-Review Pathway and Strategy for Special Provision

Author: Dr Halit Hulusi - Head of SEND

Date: 17 July 2023

## Section 2: The CIA Template

### ➤ Equality Assessment

Protected Characteristics	Benefits	Risks	Mitigations / Recommendations
<b>Age</b> - older and younger people	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>
<b>Disability</b> - 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.	<b>Earlier intervention and more efficient targeting of support.</b>  <b>More consistent and equitable access to support across the County</b>		
<b>Gender reassignment</b> - those people in the process of transitioning from one sex to another	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>
<b>Marriage &amp; Civil Partnership</b> - people who are married or in a civil partnership should not be treated differently at work	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>
<b>Pregnancy &amp; Maternity</b> - women who are pregnant or who have recently had a baby, including breast feeding mothers	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>

Protected Characteristics	Benefits	Risks	Mitigations / Recommendations
<b>Race</b> - people defined by their race, colour, and nationality (including citizenship) ethnic or national origins	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>
<b>Religion or Belief</b> - 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	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>
<b>Sex</b> - men or women	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>
<b>Sexual orientation</b> - whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>

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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
<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>

➤ **Health, Well-being and Social Care Assessment**

Key considerations	Benefits	Risks	Mitigations / Recommendations
<b>Earlier, equitable access to SEND support across the County for all children and young people regardless of diagnosis or an Educational Health and Care Plan.</b>	<b>Ensure needs drive rather than label driven support.</b>  <b>Equitable access to support across the County</b>  <b>Earlier intervention that is quality assured</b>	<b>No risks identified</b>	<b>N/A</b>

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➤ **Communities Assessment**

Key consideration	Benefits	Risks	Mitigations / Recommendations
<b>SEDIS proposes the development of local partnerships of schools and educational</b>	<b>Best practice in communities will be</b>	<b>N/A</b>	<b>N/A</b>



Key consideration	Benefits	Risks	Mitigations / Recommendations
<b>providers who will support SEND provision in local mainstream schools</b>	<p><b>shared and developed.</b></p> <p><b>The model proposes community and growth and independence</b></p>		

### Economic Assessment

Key consideration	Benefits	Risks	Mitigations / Recommendations
<b>Supporting SEND at an early stage</b>	<p><b>Will lead to better outcomes for children and young people who currently experience barriers to realising their economic potential.</b></p> <p><b>Children and young people with SEND are more likely to be in</b></p>	<b>N/A</b>	<b>N/A</b>

Key consideration	Benefits	Risks	Mitigations / Recommendations
	<b>education, training or work.</b>		

➤ **Climate Change Assessment**

Key considerations	Benefits	Risks	Mitigations / Recommendations
<b>The proposed strategies are specifically designed to reduce the need for school transport / special school transport</b>	<b>Children and young people more likely to be educated in their local community therefore reducing travel and associated carbon footprint.</b>	<b>N/A</b>	<b>N/A</b>

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➤ **Environment Assessment**

Key considerations	Benefits	Risks	Mitigations / Recommendations
<b>The proposed strategies are specifically designed to reduce the need for school transport / special school transport</b>	<b>Children and young people more likely to be educated in their local community</b>	<b>N/A</b>	<b>N/A</b>

Key considerations	Benefits	Risks	Mitigations / Recommendations
	<b>therefore reducing travel and associated carbon footprint and improved air quality.</b>		



## **Cabinet Meeting on Wednesday 20 September 2023**

### **Staffordshire Climate Change Adaptation Strategy**



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

“Climate change is a critical issue facing Staffordshire. We can expect summers to be drier, winters wetter and more extreme weather events to become more frequent.

Councils have made a commitment to reduce emissions which is important, this alone is not sufficient. Even if we immediately reduce our emissions to zero the climate will still change. We must also focus on building resilience to our services and local environment as well helping communities and businesses cope with the effects of the changing climate.

The Adaptation Strategy identifies how we can better prepare ourselves to respond and adapt to the changing climate. Working together Staffordshire Councils can help to build a positive future”

#### **Report Summary:**

Building resilience to climate change is recognised as a priority for Staffordshire and the Staffordshire Sustainability Board agreed to prepare a joint Adaptation Strategy. The Strategy includes a range of high-level objectives to reduce exposure to climate change risk and to capitalise on new opportunities to provide people with a safe, comfortable place to live and work.

It is proposed this Strategy will provide a suitable framework to allow individual councils to develop their own Adaptation delivery plans encouraging consistency and partnership working across the councils and other partners in a collaborative nature.

On 20 March 2023 all members of the Staffordshire Sustainability Board agreed to take the Adaptation Strategy through their own decision making processes.

## **Recommendations**

I recommend that Cabinet:

- a. Notes and approves the Staffordshire Adaptation Strategy.
- b. Approves the development of a Staffordshire County Council Adaptation Plan that ensures all services and portfolios consider adaptation in their day-to-day work and decision making.

## **Cabinet – Wednesday 20 September 2023**

### **Staffordshire Climate Change Adaptation Strategy**

#### **Recommendations of the Cabinet Member for Environment, Infrastructure and Climate Change**

I recommend that Cabinet:

- a. Notes and approves the Staffordshire Adaptation Plan.
- b. Approves the development of a Staffordshire County Council Adaptation Plan that ensures all services and portfolios consider adaptation in their day-to-day work and decision making.

#### **Local Member Interest:**

N/A

#### **Report of the Director for Economy, Infrastructure and Skills**

##### **Reasons for Recommendations:**

1. Our climate is changing and will continue to do so because of greenhouse gas emissions. Even if we substantially reduce or even eliminate our emissions immediately the effects of climate change will continue.
2. Staffordshire is experiencing the impact of climate change. For example, the record heat last year where temperatures exceeded 40 degrees for the first time is more likely to occur due to climate change alongside the increasing number of damaging storms and floods over recent years.
3. We need to take steps to protect our local environment and livelihoods to make the county more resilient to future climate changes.
4. Adaptation is understanding the risk and vulnerabilities associated with the changing climate and considering ways to prevent or minimise the damage it causes. As our climate changes we need to act to put measures in place to allow for quality of life to be maintained and protect the economy and environment now and in the future.
5. The UK Climate Change Risk Assessment sets out the risks and opportunities facing the UK from climate change. The West Midlands Climate Change Risk Assessment and Adaptation Plan 2021-2026 looked at these risks and opportunities in relation to how climate change could

impact the West Midlands. The information from this plan was used to understand the risks and opportunities for Staffordshire.

6. Local Authorities have an important role in raising awareness and empowering local communities and businesses by sharing information on how impacts can be managed and what we can all do to help.
7. The Adaptation Strategy includes a range of objectives to reduce exposure to climate risk and provides the framework for the Staffordshire County Council Adaptation Plan to be developed.
8. The Adaptation Plan will align with other relevant plans such as the Staffordshire County Council Local Flood Risk Management Strategy approved in March this year.
9. Working with other partners, across the public and private sectors and communities will be fundamental to providing a strong local economy and environment which is resilient to the changing climate.

### **Legal Implications**

10. The County Council has a Statutory Duty to deliver numerous wide-ranging services. The delivery of services across the Council can be severely impacted by the changing climate. For example, extreme heat can lead to higher admissions for people needing care. Flood or storm events can prevent or delay care workers accessing properties.
11. Pro-actively identifying opportunities for adapting our services allows for services to prepare for extreme weather events or the general changing climate and for good quality continual delivery of services.

### **Resource and Value for Money Implications**

12. In the Adept publication 'Preparing for Climate Change, Good Practice Guide for Local Government (2019)' it states, "Studies show that adaptation action is generally cheaper, and more effective over time than the costs incurred responding to the impacts".
13. It is anticipated that a dedicated senior officer within each County council Directorate will be nominated as climate change lead with support from the Sustainability team be accountable for monitoring delivery and performance.
14. The authority has committed specific funds in the MTFs to support the climate change agenda with £571,180 committed for 2023/24 and a further £594,030 committed up to 2024/25.



## **Climate Change Implications**

15. The scientific evidence shows that our climate is changing which will inevitably have consequences on our service delivery. To do nothing is not an option if we want to provide a good quality service, safeguard the health and wellbeing of our residents, businesses, and local natural environment.
16. This Strategy provides an overarching framework for local authority Adaptation planning. Adopting the plan will provide a direction for the development of consistent plans across the county and maximise climate change resilience planning by Staffordshire local authorities.

## **List of Background Documents/Appendices:**

Appendix 1 – Staffordshire Adaptation Strategy

Community Impact Assessment

## **Contact Details**

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# Staffordshire Adaptation Strategy



**STAFFORDSHIRE**  
SUSTAINABILITY BOARD



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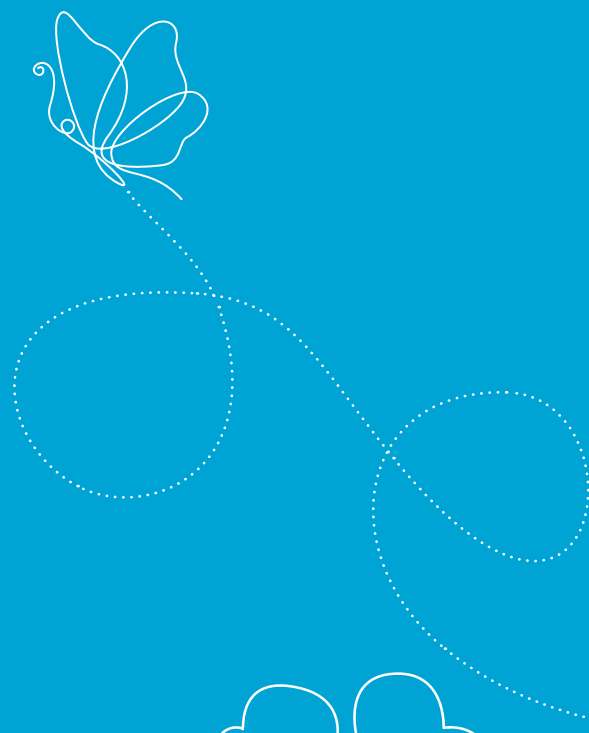
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# Foreword

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## Councillor Simon Tagg Chair, Staffordshire Sustainability Board

One of the most critical challenges facing the world today is the changing climate. Locally, we can see the impacts of climate change, for example, the record-breaking heat of 2022 and the increasing number of damaging storms and floods over the past few years.

The evidence shows that as the climate continues to change, Staffordshire can expect summers to be drier, winters wetter, and more extreme weather events to become more frequent.

While it's important that councils have made commitments to reduce carbon emissions, this alone is not sufficient. Even if we could immediately reduce our emissions to zero, the climate would still change. Therefore, we must also focus on building resilience into our services and local environment, and helping communities and businesses cope with the effects of the changing climate.

I am delighted to present this Adaptation Strategy which demonstrates a commitment of Staffordshire Councils to work together to build a positive future. By identifying the risks, opportunities, and actions, we can better prepare ourselves to respond and adapt to the changing climate in the future. It's important to act now, and I'm confident that by working together through the Staffordshire Sustainability Board, we can become more resilient to the impacts of climate change.

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## Councillor Nigel Yates Vice chair Staffordshire Sustainability Board

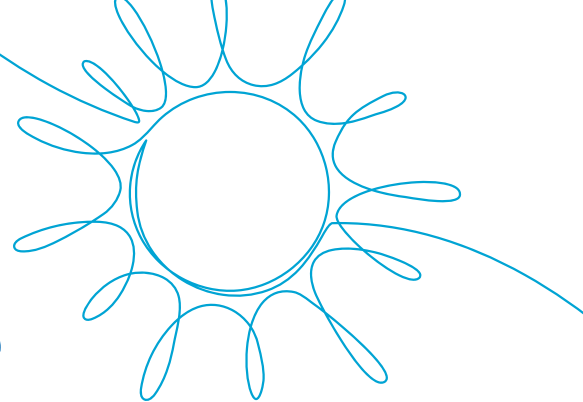
Working together the Staffordshire Sustainability Board, will allow the councils of Staffordshire to ensure that the main effects of climate change are considered in adapting to scenarios presented to us through a changing climate.

This strategy document will enable the councils at all levels in Staffordshire to go forward in a positive and structured manner so that the services we offer and the communities and businesses that we serve are supported by resilient council plans.





# Staffordshire's Changing Climate










Climate change is causing a shift in our long term weather conditions and affects the whole world. One of the main reasons for this problem is that we have been using a lot of coal, oil, and gas, going back to the pre-industrial period. Burning these fossil fuels releases gases that trap heat in the atmosphere causing the earth's temperature to increase.

Over the last 150 years the average temperature across the world has warmed by 1.2°C. That might not sound like a lot, but the rate at which the Earth's temperature has been increasing has been getting faster. Since the 1980's, the rate

has almost doubled compared to 1900-1980<sup>1</sup>. This is changing our climate putting our livelihoods and our wildlife at risk.

<sup>1</sup> National Centers for Environmental Information Annual Report 2021.

## Historic UK Severe Weather Events

<p><b>2000</b></p>  <p>Record April rainfall Record autumn rainfall</p>	<p><b>2012</b></p>  <p>Wettest for 50 years</p>	<p><b>2020</b></p>  <p>Storm Dennis record rain and strong damaging wind</p>
<p><b>2002</b></p>  <p>Record Autumn rainfall</p>	<p><b>2015</b></p> <p>Mildest December</p>	<p><b>2021</b></p> <p>Record rainfall over 3 days (January)</p> <p>Record mild March temperature</p>
<p><b>2003</b></p> <p>Mildest January day</p>  <p>Record summer temperature</p>	<p><b>2018</b></p> <p>Mildest April day for 70 years</p>	<p>Record mild December temperature</p>
<p><b>2007</b></p> <p>Record summer rainfall</p>	<p><b>2019</b></p> <p>Record mild February temperature</p>  <p>Record summer temperature</p> <p>Record mild December temperature</p>	<p><b>2022</b></p>  <p>UK exceeds 40 degrees for the first time</p>





The climate is changing in Staffordshire. For example, in 2022 the temperature in Staffordshire went over 40 degrees centigrade, which is a new record. There have also been at least 15 significant floods in Staffordshire since 2000, with 9 of these storm events happening between 2018 and 2022.

In February 2020, during Storm Dennis, 281 properties in Staffordshire were flooded. The UK Climate Projections say that our climate will continue to get warmer in the next few decades, even if we reduce the amount of carbon emissions we produce. However, it's hard to predict what will happen later in the century because it depends on how much carbon emissions are reduced worldwide. Along with changes to the average temperature and rainfall, we will also have more extreme weather in Staffordshire. This means we'll have:



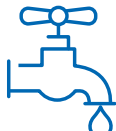
Increased chance of rivers and streams flooding



More extreme heatwaves



Flash floods at all times of the year



Drier summers and water shortages

We can help make things better by taking action now to protect our local environment and livelihoods alongside our plans to reduce carbon emissions. This will help make Staffordshire more resilient to handle future changes in the climate.

In 2022, the UK government revised the risks that climate change could cause in the UK.

They identified 61 different risks and opportunities and put them into 8 categories, including:

- › The impact on habitats and species.
- › The impact on health of the soil.
- › Risk to natural carbon stores and removal of carbon from the atmosphere, known as carbon sequestration.
- › The impact on local crops, livestock, and commercial trees.
- › The impact on getting food, goods and vital services.
- › How people and the economy will be affected.
- › The impact on people's health, wellbeing, and productivity.
- › The impact from other countries.

The West Midlands Climate Change Risk Assessment and Adaptation Plan 2021-2026 (Sustainability West Midlands) looked at these risks and opportunities that climate change could cause in the West Midlands region.

They have identified some high-level actions that can be taken to help adapt to these changes.

The information from this plan has been used to understand the risks and opportunities specific to Staffordshire.

## For the West Midlands the latest projections are:

West Midlands	2050	2080
Mean annual temperature	↑ 1.2°C	↑ 1.3°C - 2.4°C
Mean winter temperature	↑ 1.1°C	↑ 1.2°C - 2.0°C
Mean winter precipitation	↑ 6%	↑ 9% - 14%
Mean summer temperature	↑ 1.7°C	↑ 1.9°C - 3.2°C
Mean summer precipitation	↓ 15%	↓ 19% - 26%



Source: UK Climate Projections (UKCP) taken from UKCP18 projections

# Our Vision

---

A resilient Staffordshire will be an attractive, safe and healthy place to live and work offering an excellent quality of life, thriving environment and prosperous economy.



# Our Ambition

We will

Recognise that adapting to climate change is a vital part of planning for the future and will consider adaptation planning across all council services.

Understand the risks and vulnerability climate change poses to Staffordshire, the places we live and work and how these can be made more resilient to climate change.

Adopt a flexible pro-active approach to adaptation to account for the dynamic and uncertain future climate change scenarios and significance of the impacts.

## Taking a Joined-up Approach

Climate change has the potential to impact all council services and we need to plan for the future. This means looking at all the things we do and thinking about how to make them more resilient to climate change to protect people's lives and livelihoods.

We will collaborate as councils with the public and private sector, communities and businesses to maximise the outcomes we can achieve across the county. Through a managed approach and working together our ability to adapt and influence will be increased.

It is essential that we act now and put measures in place to allow for a good quality of life and protect Staffordshire's environment and economy now and for the future. These measures will be taken alongside our efforts to achieve net zero carbon emissions.

This Strategy includes a range of objectives across the key themes for Staffordshire Councils to reduce exposure to climate change risks and capitalise on new opportunities. The themes are:



**Critical  
Infrastructure  
and Buildings**



**Natural  
Environment and  
Green Spaces**



**Health,  
Wellbeing  
and Safety**



**The  
Local  
Economy**

# How Climate Change Can Impact Our Service Delivery



## Critical Infrastructure and Buildings

Extreme weather events like flooding and storms can damage a buildings integrity and infrastructure, which can affect the usability of the space and business operations.

The damage caused by extreme weather events can disrupt business and the councils' ability to provide reliable services for the local community. It is important to make sure our built environment is resilient to these climate-related hazards. This means thinking about where and how we build new structures, and how we maintain existing ones.

Green infrastructure, like parks and street trees, and blue infrastructure, like rivers, wetlands and Sustainable Drainage Systems (SuDS) can help protect and enhance our built environment against our changing climate. Incorporating these features into good building design will make our infrastructure and buildings more robust and better able to withstand climate-related hazards.

### Transport and travel

Extreme weather events such as heatwaves, floods and storms can cause problems for our transportation infrastructure and access along these networks. Heatwaves increase the risk of natural fires starting on grass verges and have caused the tarmac on some roads to soften. Storms have led to landslides blocking routes and flooding roads especially in low lying areas and floodplains.

These events can cause road closures and damage to roads. How we manage the risks and hazards to services in a changing climate, especially during extreme weather events will form a key part of business continuity planning.

### Buildings

Flood events can cause a lot of damage to properties causing disruption and costly repairs. Summer heat, especially that experienced in 2022 can make living and working spaces uncomfortable and can be a danger to health, especially the vulnerable.

Nature based solutions, such as green spaces and SuDs have an important role to play in creating climate change resilience providing natural cooling and helping to minimise flood risk to buildings.

#### CASE STUDY 1

### Developing Houses Fit for the Future EXETER CITY COUNCIL

Exeter City Council has been using a planned approach to low energy housing developments, which has led to the creation of 103 certified Passivhaus homes.

These homes have been built to be low energy, climate ready and improve health through building biology. They have been tested against future climate conditions to ensure resilience to 2080, and alongside this residents have already experienced health improvements and better indoor air quality

*Source: SWM (2022) Climate change adaptation: practical examples for local authorities.*

## CASE STUDY 2

# Residential Flood Alleviation Scheme

## HAMSTALL RIDWARE



Staffordshire County Council installed new oversized drainage assets to better protect 18 residential properties in Hamstall Ridware.

This Surface Water Flood Alleviation scheme combined with natural flood management works undertaken by South Staffs water.

The creation of a bund within the field near the village helps to hold back flood water and installation of leaky dams has slowed the flow of water in the ditch.

Modelling showed that in a 100-year flood event (having a 1% chance of occurring in any year), the scheme would prevent 9,000 cubic metres of surface water entering the village reducing this water volume to just 33 cubic metres and in doing so significantly reducing flood risk.

*Source: SWM (2022) Climate change adaptation: practical examples for local authorities.*



### CASE STUDY 3

## Stafford Brooks Project STAFFORD



Stafford Brooks project will restore the floodplains to help increase their ability to store water when river and waterway levels rise.

It targets 25 locations along Stafford's rivers and streams, improving habitats which will enable wildlife to thrive.

This project will reduce flood risk to nearby houses and businesses, alleviating seasonal pressures felt across the town caused by regular flooding. This project also has a particular focus on extending, restoring and creating new habitats. These restored areas will become home to a variety of wildlife including otters, wading birds and a range of amphibians.

The new developments will also use natural solutions such as wetlands and reed beds to help filter polluted run-off from roads.

*Source: SWM (2022) Climate change adaptation : practical examples for local authorities.*





# Natural Environment and Green Spaces

The changing climate is putting our natural environment under pressure with some species struggling to adapt quickly enough to the changes.

Warmer temperatures increases the vulnerability of species to pests and diseases and increases the risk of invasion from exotic species. Hotter drier conditions increases the risk of wildfires which can cause serious damage to habitats and communities.

The timing of our seasons is changing and affecting the availability of food for many species at crucial times of the year, especially breeding and migratory species.

## Habitats and species

The changing climate and extreme weather can damage vegetation, plants and our soils, causing challenges to our wildlife. To help them adapt, we need to increase our understanding of species habitat requirements to create more resilient environments.

Improving the quality, diversity and size of habitats and connectivity will help species move through the landscape as the climate changes. We will work together to share ideas and methods, and make sure that our habitats are diverse to provide the best survival chances.

The changing seasonality will impact our management of habitats due to earlier breeding seasons. This is reducing the time period when some works can be completed putting pressure on resources and will require us to adjust our management regimes.



## Enjoying our open spaces

Our open spaces are not only valuable for biodiversity, they can also reduce air pollution and provide recreational space for people to enjoy.

Extreme weather conditions can erode footpaths, wash out bridges and create landslips making access to our open spaces and footpaths hazardous or impassable, increasing pressure on resources.

New ways of managing access to these open spaces needs consideration, moving away from costly hard engineering solutions to identifying how best to adapt to the changing conditions. This requires a more holistic approach to management, working with stakeholders and landowners to consider implementation of offsite positive solutions.

## Natural flood risk management

Flood events are occurring more frequently, and it is predicted the intensity and duration of flood events will increase in the coming decades.

We need to better understand our flood risk so that we can plan, respond and recover from flood events to maximise the best possible outcomes for the people of Staffordshire.

There are many sources of flooding and various organisations have a duty to oversee or manage these sources to better manage risk. Improved sustainable outcomes are possible if we all work together.

Through working closely with organisations and landowners we can promote more effective management.

Engaging with our communities will be an essential part of this process to raise awareness and ensure they are well informed and resilient to future flood risk.

## CASE STUDY 4

# The Washlands Enhancement Project

## BURTON ON TRENT



The Washlands is a functional flood plain along the River Trent through to the centre of Burton.

In 2018 East Staffordshire Borough Council, in partnership with the Environment Agency and other public and private sector partners, launched a new shared landscape vision for the Washlands.

Between June 2019 and June 2022 the Environment Agency upgraded 9km of flood defences along the river at a cost of £2.8 million to account for climate change.

To accompany the upgrade of the flood defences East Staffordshire Borough Council established the Washlands Enhancement Project.

The aim of the project is to balance regular flooding with public access and recreation alongside nature conservation and a more environmentally sensitive approach to green space management.

The project will contribute to the regeneration of the town by turning an underutilised open space into a regional tourism destination and is due for completion in 2023.

## CASE STUDY 5

# Creating a Cooler Greener Place to Live

## KENT

**Urban residential areas in particular are experiencing increasing heat stress from rising summer temperatures.**

Two residential streets in Margate, Kent were selected to benefit from a tree planting programme that was specially designed to reduce heat stress during high temperatures, and surface water flooding following heavy rainfall.

Specialist SuDS 'tree pits' were retrofitted in the highway verges of the two identified streets.

This solution increases canopy cover to provide cooling during the summer months,

whilst also reducing surface water flood risk in the residential areas. These pits reduce surface water flooding by slowly infiltrating the water into the ground, reducing the volume of water flowing into the local sewage network.

The trees were selected based on their canopy size, their ability to withstand drought and heavy rainfall, and their capacity to support biodiversity.

Instead of the drainage systems only being able to cope with one in five-year rainfall events, the new drainage system can now withstand one in 30-year events, and has reduced flood risk to 30 properties.

The trees provide natural cooling by reducing the air temperature in residential areas, as the leaves reflect sunlight and provide shade during the summer.

This project has brought benefits to both residents and visitors and has demonstrated how multifunctional climate change adaptation projects can provide cross-cutting benefits to communities previously at risk.

*Source: SWM (2022) Climate change adaptation : practical examples for local authorities.*





# Health, Wellbeing and Safety

## Hotter summer days can harm people's health by causing heat stress and respiratory problems from reduced air quality.

Vulnerable and elderly people, especially those in deprived areas, are most at risk. Urban areas are particularly vulnerable due to the urban heat island effect. In 2022, extreme heat days in England and Wales led to a 10.4% increase in death rates compared to non-heat periods.

The role of good building design and blue and green infrastructure for our new and existing properties and neighbourhoods are important for providing natural cooling and access to cool spaces during extreme heat days. To help improve local air quality and provide a more comfortable space to live, work and for recreation we need to consider ways to better integrate blue and green infrastructure and better building design across Staffordshire. Conversely, extreme cold weather can lead to excess winter deaths caused by poor-quality, poorly-insulated, and inadequately heated housing.

We estimate a reduction in fuel poverty could reduce health and social care expenditure by £207.3m per year.

The Staffordshire Warmer homes Partnership was launched in May 2019. While predominantly a flagship public health programme, the scheme also supports priorities beyond health including sustainability by improving energy efficiency of housing stock. We will continue to seek funding opportunities to improve energy efficiency of residential housing stock.

People who work solely or predominantly in the outdoors are more exposed to the extreme weather conditions. These people need to be protected as much as possible to minimise any risk to health while at work. New ways of working may need to be considered to ensure appropriate protection methods are in place for all staff.

Additionally planning and responding to extreme weather events can place significant pressure on staff resources. Planning for these events by having appropriate plans, risk assessment and climate related response cover in place may need greater consideration.

### CASE STUDY 6

## Keep Bristol Cool Mapping Tool

BRISTOL



Different people can be vulnerable to heat in different ways, depending on their sensitivity to heat, their ability to adapt to high temperatures, and their exposure to high temperatures both inside and outdoors.

A tool for policymakers and practitioners in urban design, landscape architecture and emergency planning has been designed by Bristol City Council to understand how current heat vulnerability differs across the community, and how climate change might increase temperatures in the future. The tool can provide insight into how urban heat risk varies and identifies areas that could impact people the most to help the council and other decision makers build a city resilient to extreme heat.

*Source: SWM (2022) Climate change adaptation : practical examples for local authorities.*





## The Local Economy

The potential financial cost of climate change on the UK economy is significant. The UK Gross Domestic Product (GDP) is around £2 trillion a year and it is estimated by 2050 climate change could represent a 2% loss in GDP<sup>2</sup>.

Extreme weather events and changing weather patterns can disrupt business operations due to premises overheating and flooding and can cause disruption to staff travel and the supply chain.

Climate change, and in particular extreme weather events being experienced across the world can impact the local economy through increased risk of price volatility for imported materials and commodities. Businesses should consider ways to build greater resilience into operations to remain competitive and reliable.

A recent survey found 65% of UK SMEs have been financially impacted by their lack of

response to weather information and 40% of SMEs have saved money by checking and acting on weather forecasts. Greater resilience to climate change can be achieved through an improved understanding on the importance of factoring climate change into business decisions. We can help to encourage change by finding out what type of climate related challenges businesses face and sharing good practice information.

As climate change resilience is increasingly adopted across all sectors new business opportunities will arise in the green economy and ecosystem services.

Through our work with the Skills Advisory Panel and Local Skills Improvement Plan we know the demand for green skills will grow in the coming years. There is an opportunity to consider how we can support residents in gaining appropriate skills to take advantage of these forthcoming opportunities.

<sup>2</sup> Sustainability West Midlands (2022) - *Weathering the Storm. A guide to saving and making money in a Changing Climate*



# Our Approach to Adaptation

In preparing plans for a more resilient Staffordshire the County is faced with the challenge of responding to a broad range of uncertain risks. Some services may not have been impacted in the past but could be sensitive to changes in the future.

We will be pro-active in introducing positive changes through developing specific plans, policies and programmes using national policies and statutory requirements to aid change. Since we are uncertain about the long-term projections for the changing climate, we need to be flexible to cope with possible future changes to build organisational resilience.

Through identifying priorities and working together Staffordshire Councils will build a more resilient society and economy. This will provide people with a safe, comfortable place to live and work.

We will put in strong governance to:

Improve the policy and incentive framework and integrate adaptation considerations into policies, plans, strategies and programmes. Risks will be actively managed to ensure the policy framework keeps pace with the changing climate.

Ensure decision making will consider resilience to the impacts of the changing climate, particularly severe weather on service delivery.

Develop, innovate and adopt good practice.

Further details on the key risks, opportunities and outcomes for Staffordshire are outlined in Appendix 1.

## Communications and awareness raising

Effective communication is essential to build a more resilient Staffordshire. Working collaboratively across the Staffordshire councils and with our partners we will:

- › Raise awareness and share information of climate change challenges, issues, threats and opportunities.
- › Seek out opportunities to work collaboratively with communities and external organisations, build resilience to climate change and achieve widespread and sustained change.

## Monitoring, evaluation and improvement

This strategy is just the beginning of an ongoing process to identify the most important things we need to do to adapt to climate change. The future effects of climate change are uncertain and will depend on our actions to reduce global emissions.

By understanding the potential impacts and being prepared to change our plans as needed, we can be innovative and stay ahead of the curve. We'll constantly review the situation and use research to check if our adaptation measures are still appropriate.



# Appendix 1

## Climate Risks and Opportunities

The identified risks and opportunities are not exhaustive and have been listed as a guide for Adaptation Plan preparation. We will protect lives and livelihoods in Staffordshire by reviewing the risks and opportunities on a regular basis to accommodate changes in climate change projections.



### Critical Infrastructure and Buildings

Risks and Opportunities	Outcomes
<p>Resources required for infrastructure maintenance and repairs due to climate change and extreme weather events:</p> <ul style="list-style-type: none"> <li>• Milder winters may reduce building heating requirements, cold weather related damage and associated maintenance costs.</li> <li>• Hotter summer extremes can lead to buildings and equipment overheating and increased health risks.</li> <li>• Flooding (river, surface water and groundwater) and storm damage (erosion and embankment failures) can compromise buildings and infrastructure.</li> </ul>	<p>Facilities are robust to withstand climatic conditions such as flooding and heatwaves:</p> <ul style="list-style-type: none"> <li>• Infrastructure most at risk from climate change are assessed to prevent the risk of damage or failure.</li> <li>• New developments and redevelopments consider blue and green infrastructure in combination with good building design to provide a healthier and more sustainable environment and steered away from areas of high flood risk.</li> <li>• Targeted flood prevention work in combination with green infrastructure and catchment management to reduce the potential of widespread flooding and damage.</li> </ul>
<p>Service delivery impacts due to power outages or disruption to energy network during extreme heat events</p>	<p>Measures in place to minimise impacts from grid disruption during extreme weather events</p>
<p>Road closures and hazardous conditions due to extreme weather</p>	<ul style="list-style-type: none"> <li>• Road surfaces and foundations are more resilient to extreme weather conditions</li> <li>• Business continuity plans are in place to allow for services to continue during road closure events.</li> </ul>



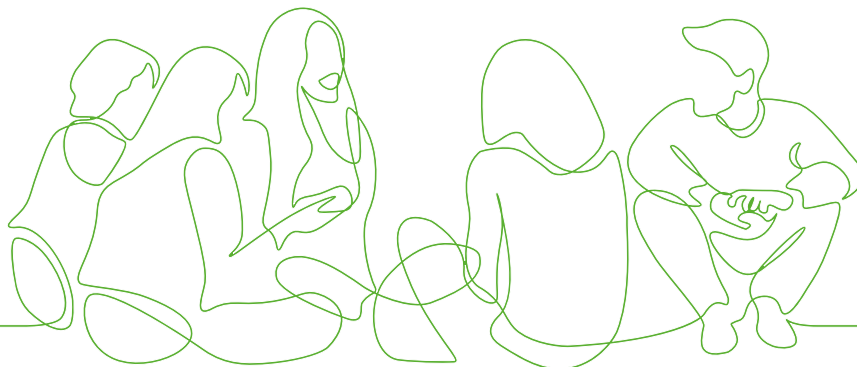
# Natural Environment and Green Spaces

Risks and Opportunities	Outcomes
<p>Changes in timings of seasonal events may lead to</p> <ul style="list-style-type: none"> <li>• Disruption in the availability of important natural food sources putting species as well as ecosystem services at risk.</li> <li>• Reduction in time windows for management maintenance and enhancement work putting additional pressure on resources.</li> </ul>	<ul style="list-style-type: none"> <li>• Better understanding of species habitat requirements, especially those at risk to allowing for tailored diverse habitat management</li> <li>• Maintained and enhanced wildlife corridors and patch sizes to increase ecological resilience</li> <li>• Management regime adjusted to account for climate influences and budget restraints.</li> </ul>
<p>Changing climate may allow pests, diseases and non-native species to thrive, threatening native habitats and species.</p>	<p>Habitats and species most at risk monitored and actions delivered as required.</p>
<p>Wildfires causing damage to habitats, species and peatland.</p>	<p>Sensitive areas mapped, maintenance of firebreaks and emergency fire risk action responses identified.</p>
<p>Extreme weather can compromise footpaths and associated infrastructure</p>	<p>A holistic approach to catchment management with greater consideration to soft engineering solutions.</p>
<p>Opportunities for natural carbon stores, carbon sequestration and natural cooling and flood risk management</p>	<p>The potential for biodiversity net gain maximised and blue and green infrastructure integrated through planning approvals.</p>
<p>Natural flood risk management</p>	<ul style="list-style-type: none"> <li>• Improved understanding of flood risk management.</li> <li>• Partnership approach taken allowing for whole catchment management integrating blue and green infrastructure.</li> <li>• Communities are more informed and have resilience to flood events.</li> <li>• Sustainable management of drainage and flood defence systems</li> <li>• New planning policies, site allocations and future infrastructure needs consider flood risk.</li> <li>• Flood risk for new developments is considered and managed in a sustainable manner.</li> </ul>
<p>Requirement under the Environment Act 2021 for a Local Nature Recovery Strategy to be produced</p>	<p>Local Nature Recovery Strategy considered in planning, development and land management decisions.</p>
<p>A minimum of 10% biodiversity net gain to be delivered on planning permissions.</p>	<p>Plans in place on how to deliver biodiversity net gain.</p>



# Health, Wellbeing and Safety

Risks and Opportunities	Outcomes
<p>Occupational Health and Safety of the workforce</p> <ul style="list-style-type: none"> <li>• High temperatures and more frequent exposure to heat will increase risk of heat stress, air pollution and UV exposure particularly to outdoor staff.</li> <li>• Staff responding to extreme weather events such as storms or wildfires are in high risk situations and add additional pressure on staff resources to manage the incident.</li> <li>• Extreme weather events can prevent services being delivered (road closures, extreme heat etc.).</li> <li>• Overheating of buildings can reduce working effectiveness or closure of services.</li> </ul>	<p>Health and safety effects of climate change and climate change risks are integrated into Health and Safety Plan assessments, Corporate risk assessments and associated policies.</p> <p>Business continuity plans consider how services can be maintained during extreme weather events.</p> <p>New developments and redevelopments consider blue and green infrastructure in combination with good building design to provide a healthier and more sustainable working environment.</p>
<p>Extreme weather can impact on the health and wellbeing of communities, especially the vulnerable, including older people, children and those living in area of higher deprivation.</p>	<p>New developments and redevelopments consider blue and green infrastructure in combination with good building design to provide a healthier and more sustainable indoor and outdoor environment.</p>
<p>Widening health inequalities due to more extreme weather.</p>	<p>Community resilience programmes in place, particularly for those most at risk of the changing climate.</p> <p>Community resilience programmes in place, use data and analytics to target programmes such as Warmer Homes to those who are at greatest risk.</p>
<p>Drier warmer summers provides greater opportunity to use outdoor spaces.</p>	<p>Parks and open spaces are fit for the future</p> <p>Key walking and cycling routes are resilient to climate change</p>







# The Local Economy

Risks and Opportunities	Outcomes
<p>Extreme weather events lead to:</p> <ul style="list-style-type: none"> <li>• Disruption to business operations.</li> <li>• Disruption to the distribution and the supply chain.</li> <li>• Price volatility for materials and commodities.</li> </ul>	<p>Councils have a good understanding of risks to businesses from the changing climate allowing for sharing of good quality information.</p> <p>Businesses have a better understanding of climate change risks, the urgency and how to integrate resilience to climate change considerations into business planning.</p>
<p>Potential skills gap as the demand for Green Economy and Ecosystem Services increases</p>	<p>Skills/knowledge gaps for the Green Economy and Ecosystem Services identified through working with partners such as the Chamber of Commerce.</p> <p>Training opportunities and programmes identified through closer communications with partners including Local Enterprise Partnerships and higher education.</p> <p>Training for the Green Economy and Ecosystem Services facilitated.</p>





# Appendix 2

## References and Resources

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### Climate Change Act 2008

[www.legislation.gov.uk/ukpga/2008/27/contents](http://www.legislation.gov.uk/ukpga/2008/27/contents)

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### National Adaptation Programme

[www.gov.uk/government/publications/climate-change-second-national-adaptation-programme-2018-to-2023](http://www.gov.uk/government/publications/climate-change-second-national-adaptation-programme-2018-to-2023)

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### UK Climate Change Risk Assessment

[www.gov.uk/government/publications/uk-climate-change-risk-assessment-2022](http://www.gov.uk/government/publications/uk-climate-change-risk-assessment-2022)

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### West Midlands Climate Change Risk Assessment and Adaptation Plan 2021-2026

[www.sustainabilitywestmidlands.org.uk/wp-content/uploads/2022/11/West-Midlands-Climate-Change-Risk-Assmt-Adaptation-Plan-2021-26-Final.pdf](http://www.sustainabilitywestmidlands.org.uk/wp-content/uploads/2022/11/West-Midlands-Climate-Change-Risk-Assmt-Adaptation-Plan-2021-26-Final.pdf)

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### UK Climate Projections

[www.metoffice.gov.uk/research/approach/collaboration/ukcp/index](http://www.metoffice.gov.uk/research/approach/collaboration/ukcp/index)

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### Building Regulations

[www.gov.uk/guidance/building-regulations-and-approved-documents-index](http://www.gov.uk/guidance/building-regulations-and-approved-documents-index)

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### Heat and Buildings Strategy

[www.gov.uk/government/publications/heat-and-buildings-strategy](http://www.gov.uk/government/publications/heat-and-buildings-strategy)

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### Government Response to the Making Space for Nature Review (June 2011)

<https://webarchive.nationalarchives.gov.uk/ukgwa/20170129120613/https://www.gov.uk/government/publications/government-response-to-the-making-space-for-nature-review>

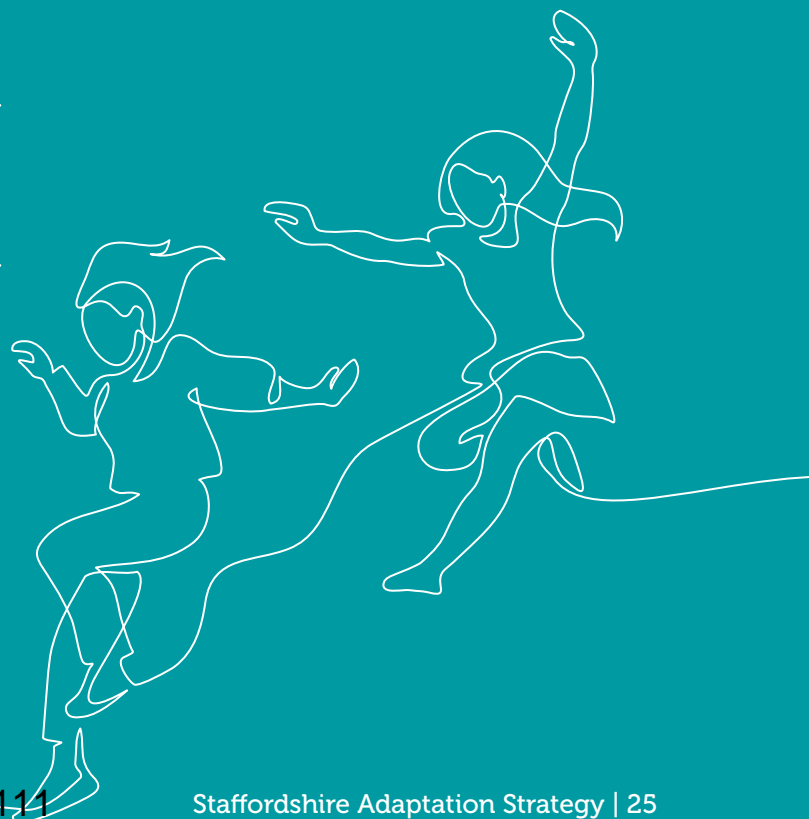
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### Sustainability West Midlands (2022)

Weathering the Storm. A guide to saving and making money in a Changing Climate.

[www.sustainabilitywestmidlands.org.uk/wp-content/uploads/2022/12/SWM-Weathering-the-Storm-2022-FINAL-1.pdf](http://www.sustainabilitywestmidlands.org.uk/wp-content/uploads/2022/12/SWM-Weathering-the-Storm-2022-FINAL-1.pdf)

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# Community Impact Assessment

Staffordshire climate change adaptation strategy

Author: James Cartwright - Sustainability Manager

Date: 31<sup>st</sup> July 2023

➤ **Equality Assessment**

Protected Characteristics	Benefits	Risks	Mitigations / Recommendations
<p><b>Age</b> - older and younger people</p>	<p>People of all ages will benefit from the County Council adapting to climate change through enhanced quality of life and well-being through a cleaner, greener and more resilient local environment.</p>	<p>No specific risks relating to different genders have been identified at this stage.</p>	<p>When engaging with communities to encourage and drive forward the climate change agenda, endeavor to do this in an accessible way to residents who are elderly, particularly those who are digitally excluded. Mitigations/recommendations will be developed as impacts are identified as the action plan is reviewed each year.</p>
<p><b>Disability</b> - 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>People with disabilities will benefit from the County Council adapting to climate change through enhanced quality of life and well-being for everyone through a cleaner, greener and more resilient local environment</p>	<p>No specific risks relating to people with disabilities.</p>	<p>When engaging with communities to encourage and drive forward the climate change agenda, endeavour to make it accessible to all, including those with disabilities such as visual impairment or learning disabilities. Mitigations/recommendations will be developed as impacts are identified as the action plan is completed and then reviewed each year.</p>
<p><b>Gender reassignment</b> - those people in the process of transitioning from one sex to another</p>	<p>People who have undergone gender reassignment or are transitioning will benefit from the</p>	<p>No specific risks relating to gender reassignment have</p>	<p>Mitigations/recommendations will be developed as impacts are identified as an action plan is developed and then reviewed each year.</p>

Protected Characteristics	Benefits	Risks	Mitigations / Recommendations
	County Council adapting to climate change through enhanced quality of life and well-being through a cleaner, greener and more resilient local environment.	been identified at this stage.	
<p>Page 115</p> <p><b>Marriage &amp; Civil Partnership</b> - people who are married or in a civil partnership should not be treated differently at work</p>	N/a	No specific risks relating to gender reassignment have been identified at this stage.	Mitigations/recommendations will be developed as impacts are identified as an action plan is developed and then reviewed each year.
<p><b>Pregnancy &amp; Maternity</b> - women who are pregnant or who have recently had a baby, including breast feeding mothers</p>	Pregnant women will benefit from the County Council adapting to climate change through enhanced quality of life and well-being, through a cleaner, greener and more resilient local environment.	No specific risks relating to gender reassignment have been identified at this stage.	Mitigations/recommendations will be developed as impacts are identified as an action plan is developed and then reviewed each year.
<p><b>Race</b> - people defined by their race, colour, and nationality (including citizenship) ethnic or national origins</p>	People of all ethnicities will benefit from the County Council adapting to climate change through enhanced quality of life	No specific risks relating to race have been identified at this stage.	When engaging with communities to encourage and drive forward the climate change agenda, endeavour to do this in an accessible way to residents who do

Protected Characteristics	Benefits	Risks	Mitigations / Recommendations
	and well-being through a cleaner, greener and more resilient local environment.		not have English as their first language. Mitigations/recommendations will be developed as impacts are identified as an action plan is developed and then reviewed each year.
<p><b>Religion or Belief</b> - 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>	People of all religions and beliefs will benefit from the County Council adapting to climate change through enhanced quality of life and well-being through a cleaner, greener and more resilient local environment.	No specific risks relating to religion or belief has been identified at this stage.	Mitigations/recommendations will be developed as impacts are identified as an action plan is developed and then reviewed each year.
<p><b>Sex</b> - men or women</p>	People of all genders will benefit from the County Council adapting to climate change through enhanced quality of life and well-being through a cleaner, greener and more resilient local environment.	No specific risks relating to different genders have been identified at this stage.	Mitigations/recommendations will be developed as impacts are identified as an action plan is developed and then reviewed each year.



Protected Characteristics	Benefits	Risks	Mitigations / Recommendations
<p><b>Sexual orientation</b> - whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes</p>	<p>People of all sexual orientations will benefit from the County Council adapting to climate change through enhanced quality of life and well-being through a cleaner, greener and more resilient local environment.</p>	<p>No specific risks relating to gender reassignment have been identified at this stage.</p>	<p>Mitigations/recommendations will be developed as impacts are identified as an action plan is developed and then reviewed each year.</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
All staff	<p>Staff who live/work in Staffordshire will benefit from the County Council adapting to climate change through enhanced quality of life and well-being through a cleaner,</p>	<p>No specific risks to SCC staff</p>	<p>It is recommended that all staff take part in the climate change training module available on the Learning Hub.</p> <p>Mitigations/recommendations will be developed as impacts are identified as an action plan is</p>

<b>Who will be affected</b> - consider the following protected characteristics: age, disability, gender reassignment, marriage & civil partnership, pregnancy & maternity, race, religion or belief, sex and sexual orientation	<b>Benefits</b>	<b>Risks</b>	<b>Mitigations / Recommendations</b>
	<p>greener and more resilient local environment.</p> <p>SMART/Agile working will result in increased flexibility for staff, especially during periods of adverse weather.</p>		<p>developed and then reviewed each year.</p>

➤ **Health and Care Assessment**

Key considerations	Benefits	Risks	Mitigations / Recommendations
A changing climate and weather extremes will affect citizens of Staffordshire in different ways	By adapting to climate change and considering the impacts of a changing climate in the services that we deliver, residents and businesses will benefit from our resilience planning	Without proper planning with a changing climate in mind, there could be increased demand on our services at critical times that will stretch resources and capacity to deliver our services	Mitigations/recommendations will be developed as impacts are identified as an action plan is developed and then reviewed each year.

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➤ **Communities Assessment**

Key consideration	Benefits	Risks	Mitigations / Recommendations
A changing climate and weather extremes will affect citizens of Staffordshire in different ways	By adapting to climate change and considering the impacts of a changing climate in the services that we deliver, residents and businesses will	Without proper planning with a changing climate in mind, there could be increased demand on our services at critical times that will stretch resources	Mitigations/recommendations will be developed as impacts are identified as an action plan is developed and then reviewed each year.

Key consideration	Benefits	Risks	Mitigations / Recommendations
	benefit from our resilience planning	and capacity to deliver our services	

➤ **Economic Assessment**

Key consideration	Benefits	Risks	Mitigations / Recommendations
<p>A changing climate and a higher probability of weather extremes in both heat incidence and the frequency of flooding events needs to be considered from an economic perspective.</p>	<p>By adapting to climate change and considering the impacts of a changing climate in the services that we deliver, residents and businesses will benefit from our resilience planning</p>	<p>Without proper planning with a changing climate in mind, there could be increased demand on our services at critical times that will stretch resources and capacity to deliver our services and may impact in vital infrastructure.</p>	<p>Mitigations/recommendations will be developed as impacts are identified as an action plan is developed and then reviewed each year.</p>

➤ **Climate Change Assessment**

Key considerations	Benefits	Risks	Mitigations / Recommendations
<p>Our climate is changing and over the coming years we shall all feel the effects of climatic extremes which will impact on our lives and businesses.</p>	<p>Working collaboratively together with other Council across Staffordshire will enable policy to be implemented to tackle climate change adaptation on a local level for the benefit of Staffordshire residents and businesses.</p>	<p>If we do nothing, then the changing climate will effect the services that Councils deliver.</p>	<p>Mitigations/recommendations will be developed as impacts are identified as an action plan is developed and then reviewed each year.</p>

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➤ **Environment Assessment**

Key considerations	Benefits	Risks	Mitigations / Recommendations
<p>Land-owners, tenants and users of rural open spaces are starting to have their use of the environment compromised due to climate change</p>	<p>By working with the rural sector the council can have a positive effect on adapting to climate change and helping other adapt to a changing climate.</p>	<p>Not to plan for the future could impact on many sectors within the environment</p>	<p>Mitigations/recommendations will be developed as impacts are identified as an action plan is developed and then reviewed each year.</p>



## Cabinet Meeting on Wednesday 20 September 2023

### The Recommission of the Shared Lives



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

"We want everyone in Staffordshire to lead the best and happiest lives they can.

"For some adults requiring a helping hand, the Shared Lives service offers them the chance to get the care they need while sharing the home of specially trained carers and their families.

"With the existing contract due for renewal, we want to recommission this important service to ensure people continue to receive the care they need and we continue to provide best value for the public purse."

#### Report Summary:

Shared Lives is a regulated care service. People with assessed eligible social care needs share the home of a specially recruited and trained carer and their family. The Shared Lives service offers long term placements as well as short breaks, day opportunities and home from hospital placements. The service supports individuals to reach their potential and live healthy, safe, independent and fulfilling lives in their own communities.

The Council's current Shared Lives service contract is due to expire on 31 March 2024. The contract value is up to £1.3 million annually dependent upon utilisation. The recommendation is to recommission the service to provide continuity of care for individuals and ensure an ongoing good quality service that offers value for money.

#### Recommendations

I recommend that Cabinet:

- a. Approves procurement of the Staffordshire Shared Lives service via a competitive tender in order to appoint a suitable provider who can offer a good quality service and value for money.
- b. Delegates approval for the contract to be awarded to the successful provider to the Director of Health and Care.

- c. Approves extension of the current Shared Lives service contract for up to 12 months in the event of an unsuccessful procurement, to enable the Council to consider alternative options.



## **Cabinet – Wednesday 20 September 2023**

### **The Recommission of the Shared Lives Service**

#### **Recommendations of the Cabinet Member for Health and Care**

I recommend that Cabinet:

- a. Approves procurement of the Staffordshire Shared Lives service via a competitive tender in order to appoint a suitable provider who can offer a good quality service and value for money.
- b. Delegates approval for the contract to be awarded to the successful provider to the Director of Health and Care.
- c. Approves extension of the current Shared Lives service contract for up to 12 months in the event of an unsuccessful procurement, to enable the Council to consider alternative options.

#### **Local Member Interest:**

N/A

#### **Report of the Director for Health and Care**

#### **Reasons for Recommendations:**

##### **Background**

1. Shared Lives is a regulated care service. People share the home of a specially recruited and trained carer and their family. Shared Lives carers can care for a maximum of three individuals at any one time dependent on family situation, accommodation and the preferences of the individuals involved. Most carers support one individual.
2. The Shared Lives service offers long term placements as well as short breaks, day opportunities and home from hospital placements for individuals aged 16 and above. This includes older people, people with mental health needs including dementia, people with a physical or sensory impairment, learning disabilities, autistic spectrum conditions and people with complex needs. Most of the individuals currently accessing the service have a learning disability and associated needs.
3. The Shared Lives service supports people to reach their potential and live healthy, safe, independent and fulfilling lives in their own communities. The service contributes to the Council's range of services to support

people with assessed eligible adult social care needs. It offers greater choice and control, a less restrictive environment, and a more cost-effective alternative to residential care and Supported Living. Most other local authorities have a similar service.

### **Current Shared Lives service**

4. The Council currently has a Shared Lives service contract with PSS UK LTD, which is due expire on 31 March 2024. The service currently supports 78 people at a forecast cost of £1.3 million in 2023/24.
5. The number of people using the service has been fairly static over the last 2-years, however the number of active carer households has increased, creating vacancies to accommodate new referrals. In quarter 1 of 2023/24 the service received 11 referrals with 6 placements successfully matched. 7 carers were successfully recruited by PSS with 2 carers returning to the service and reactivating their support.
6. The Shared Lives service supports individuals to meet the outcomes detailed in their support plans. These range from developing and maintaining family or other personal relationships, accessing, and engaging in work, training, education or volunteering, making use of the home safely, maintaining a habitable home environment and making use of necessary facilities or services in the local community. The service also supports people to identify options for independent living, with some exiting Shared Lives and moving into their own home.
7. The current contract includes two elements:
  - a. **A management fee.** This pays for management staff who are responsible for recruitment and training Shared Lives carers, matching of individuals with carers and their families, supervision of carers including regular monitoring visits, resolution of problems and disputes, risk assessment and crisis intervention. The management fee is paid per placement to incentivise increased activity in the service. In 2023/24 the management fee is forecast to cost £0.3 million.
  - b. **Payments to Shared Lives carers.** These are set according to the level of need of the individuals, as shown in Table 1. In addition, carers are paid rent and household costs by the individuals. In 2023/24 payments to carers are forecast to cost £1 million.

**Table 1: Payments to Shared Lives carers 2023/24**

Payments to Carers	Level of Need		
	Low	Medium	High
Long term placements per week	£279.29	£327.17	£375.05
Short breaks per week (includes home from hospital placements)	£375.05	£422.92	£470.80
Day Opportunities - 4 hours	£39.89	£47.88	£55.86
Day Opportunities - 8 hours	£71.82	£87.77	£103.74

8. The Shared Lives service was rated 'Good' in all five domains by the Care Quality Commission at the most recent inspection on 26 March 2019. No concerns have been raised over the quality of the service provided. There are few complaints and frequent compliments.

### Feedback

9. Frontline social care practitioners have given the following feedback about the service:

- a. The Shared Lives service provides consistently good outcomes for people. Case examples were shared of individuals that have moved on to live independently following successful Shared Lives placements.
- b. They are not all aware of the Shared Lives service, in particular the opportunity to use it for home from hospital placements.
- c. The referrals and matching process can be long and protracted, at times individuals' needs have changed or become more urgent and an alternative placement type must be sourced.

10. We are seeking feedback from people who use the service and carers in order to inform the service specifications and tender process.

### Considerations for recommissioning

11. The objectives of recommissioning would be to:

- a. Appoint a suitable provider who can offer a good quality service and value for money. This will be achieved through the competitive procurement outlined below.

- b. Ensure continuity of the Shared Lives service for people and minimise any disruption to individuals' lives. There will be no substantial changes to the service specification or budget.
- c. Create opportunities for expansion of the Shared Lives service. This will be achieved by:
  - i. Raising awareness among frontline social care practitioners.
  - ii. Streamlining the referrals and matching process.
  - iii. Reviewing payments to Shared Lives carers and other benefits in order to incentivise recruitment.
- d. Ensure that people using the Shared Lives service are linked to opportunities and support in their local communities in order to maximise their independence.

## Procurement

12. The indicative timescales for procurement are as follows:

<b>Specification and evaluation criteria finalised</b>	October 2023
<b>Tender launches</b>	October 2023
<b>Tender closes</b>	November 2023
<b>Evaluation of bids</b>	November 2023
<b>Moderation of bids</b>	November 2023
<b>Award recommendation</b>	November 2023
<b>Standstill</b>	January 2024
<b>Contract award</b>	January 2024
<b>Service implementation (mobilisation, TUPE and carer transfers if applicable)</b>	January – March 2024
<b>Contract commences</b>	1 <sup>st</sup> April 2024

- 13. The contract would be three-years with the option to extend for a further two years in 12 monthly increments.
- 14. If the contract were awarded to a new provider, the expectation is that TUPE would apply to the management staff. The tender documentation would stipulate a budget, with any the cost of any TUPE implications on the incoming provider needing to stay with the funding available.
- 15. The Shared Lives carers would be unaffected as they are self-employed. Most importantly there would be no disruption to the support for people using the service and their homes would not be affected.
- 16. There is a small risk that a provider cannot be appointed through the procurement process. In this event the procurement recommendation is

to extend the current Shared Lives service contract with PSS UK LTD for up to 12 months to enable the Council to consider alternative options. In this event, a direct award exception report or regulation 72 report would be developed, and approvals sought. However, options may also include in-house provision or provision by Nexxus Care.

### **Legal Implications**

17. The Shared Lives service would enable the Council to continue to meet peoples assessed eligible adult social care needs under the Care Act 2014.
18. Procurement would be carried out in accordance with the Public Contract Regulations 2015 and therefore ensure the Council complies with its legal and commercial responsibilities.

### **Resource and Value for Money Implications**

19. There is currently no specific MTFs savings target for Shared Lives. The Shared Lives would be recommissioned within the existing budget. There may be opportunities for savings through expansion of the service and diversion of people from residential care.
20. Should the Shared Lives not be recommissioned then alternative services would be required which would almost certainly be more expensive, creating a cost pressure of £1.5 to £2M annually.

### **Climate Change Implications**

21. This report recommends recommissioning of a Shared Lives service that is delivered from carers family homes. It would have no net impact on construction of buildings and infrastructure, use of energy or generation of waste. Shared Lives carers are encouraged to support individuals to access public transport. Carers and the incoming service provider will also be encouraged to support active travel.

### **List of Background Documents/Appendices:**

Community Impact Assessment

## Contact Details

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# Community Impact Assessment

Recommissioning of Shared Lives Services in Staffordshire

Author: Jan Cartman-Frost

Date: 06/08/23

➤ **Equality Assessment**

Protected Characteristics	Benefits	Risks	Mitigations / Recommendations
<p><b>Age</b> - all adults and younger people 16 and over</p>	<p>The service offer includes people aged 16+ with assessed eligible needs to access care and support. This will allow sufficient time to plan for services for when a person reaches their 18<sup>th</sup> birthday.</p>	<p>Most of the individuals currently accessing the service have a learning disability and associated needs. There is a risk that older people with care and support needs will not benefit to the same extent from this service.</p>	<p>Engagement with the wider workforce to raise awareness of the service offer for all adults. Specification for the recommissioned service to include all adults with eligible care and support needs.</p> <p>The County Council's statutory duties under the Care Act to meet people's eligible social care needs apply.</p>
<p><b>Disability</b> - 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>This service aims to meet the needs of all adults with assessed eligible care and support needs, regardless of their underlying condition or disability.</p>	<p>Most of the individuals currently accessing the service have a learning disability and associated needs. There is a risk that other adults with care and support needs will not benefit to the same extent.</p>	<p>Engagement with the wider workforce to raise awareness of the service offer for all adults. Specification for the recommissioned service to include all adults with eligible care and support needs.</p>
<p><b>Gender reassignment</b> - those people in the process of transitioning from one sex to another</p>	<p>This service is for all adults with assessed</p>	<p>N/A</p>	<p>N/A</p>



Protected Characteristics	Benefits	Risks	Mitigations / Recommendations
	eligible care and support needs, regardless of any other protected characteristics they may have.		
<b>Marriage &amp; Civil Partnership</b> - people who are married or in a civil partnership should not be treated differently at work	N/A	N/A	N/A
<b>Pregnancy &amp; Maternity</b> - women who are pregnant or who have recently had a baby, including breast feeding mothers	This service is for all adults with assessed eligible care and support needs, regardless of any other protected characteristics they may have.	N/A	N/A
<b>Race</b> - people defined by their race, colour, and nationality (including citizenship) ethnic or national origins	This service is for all adults with assessed eligible care and support needs, regardless of any other protected characteristics they may have.	N/A	N/A

Protected Characteristics	Benefits	Risks	Mitigations / Recommendations
<p><b>Religion or Belief</b> - 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>This service is for all adults with assessed eligible care and support needs, regardless of any other protected characteristics they may have.</p>	<p>N/A</p>	<p>N/A</p>
<p><b>Sex</b> - men or women</p>	<p>This service is for all adults with assessed eligible care and support needs, regardless of any other protected characteristics they may have.</p>	<p>N/A</p>	<p>N/A</p>
<p><b>Sexual orientation</b> - whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes</p>	<p>This service is for all adults with assessed eligible care and support needs, regardless of any other protected characteristics they may have.</p>	<p>N/A</p>	<p>N/A</p>

➤ **Workforce Assessment**

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

**Health, Well-being and Social Care Assessment**

Key considerations	Benefits	Risks	Mitigations / Recommendations
<b>Health and wellbeing and inequalities</b>	The service will support us to meet this strategic priority for adults with assessed eligible care and support needs in terms of supporting people to reach their potential and live healthy, safe, independent, and fulfilling lives in their own communities.	Shared Lives offers greater choice and control, a less restrictive environment, and a more cost-effective alternative to residential care. Failure to recommission the Shared Lives service could lead to less people living	Specification for the service to include meeting a range of needs of all adults with eligible assessed care and support needs, including those whose needs may be more complex.  Specification to include support people require to maintain their health and wellbeing.  Continue to work with wide range of people involved in development of community capacity including

Key considerations	Benefits	Risks	Mitigations / Recommendations
		independently within the community.	links with Community Champions programme, Supportive Communities programme and VCSE.

➤ **Communities Assessment**

Key consideration	Benefits	Risks	Mitigations / Recommendations
<p><b>Building community capacity and stronger communities</b></p>	<p>This service aims to enable people to remain living in communities, promoting independence. The recommissioned service will offer the opportunity to encourage and work with providers in a strength-based way to make more use of local community assets and services to increase independence such as through utilising community activities, volunteering</p>	<p>The Shared Lives model is a regulated care service where people share the home of a specially recruited and trained carer and their family. Whilst there are clear strengths to this as a community-based model, there is a risk that it may be more challenging to ensure consistent approaches across individual carers which may</p>	<p>Consider community capacity building within the social value outcomes of the specification and expectations of the contract.</p> <p>Service requirements are clearly set out in the specification.</p> <p>Continue to work with wide range of people involved in development of community capacity including links with Community Champions programme, Supportive Communities programme and VCSE.</p>

Key consideration	Benefits	Risks	Mitigations / Recommendations
	opportunities which may result in reduced care support required.	mean the benefits aren't realised.	
<b>Opportunities for volunteering</b>	This service offer will include support to people to access volunteering or employment opportunities should that be appropriate to their care needs and outcomes. As such, it has the potential to increase the numbers of people accessing volunteering roles.	The person receiving care and support from Shared Lives is not supported in to volunteer or employment opportunities when appropriate to their needs.	Service requirements in relation to volunteering are clearly set out in the specification.
<b>Rural communities access to services</b>	This service will be available to any adults	There may be less Shared Lives carers in	Service requirements in relation to recruitment of carers across

Key consideration	Benefits	Risks	Mitigations / Recommendations
	with assessed eligible care and support needs throughout Staffordshire.	more rural and less populated communities in Staffordshire.  People placed with carers in rural communities may have less access to community assets.	Staffordshire and how people can access the wider community when being provided with care and support by Shared Lives to be included in specifications and monitoring of outcomes.

## Economic Assessment

Key consideration	Benefits	Risks	Mitigations / Recommendations
<b>Economic growth</b> - promoting Staffordshire as a 'go to' location	This service offers people a flexible employment opportunity to provide a care and support service from their own home and in a number of ways, including long term placements as well as short breaks, day opportunities and home from hospital placements for	The Shared Lives carers provide a service from their own home and this could potentially be a somewhat isolated employment with limited access to training and support.	The commissioned service specification and contractual arrangements to include requirements for the support, training and supervision of the Shared Lives carers. And in terms of the care and support the service offers, to include enabling people in to work where appropriate.  Connect Shared Lives services to supported employment

Key consideration	Benefits	Risks	Mitigations / Recommendations
	<p>individuals aged 16 and above.</p> <p>Additionally, the service offers people with care and support needs potential to be supported by the Shared Lives carer into employment where appropriate, increasing their own independence and increasing the numbers of people in work in Staffordshire. This also has potential to create a more diverse workforce and Staffordshire as a disability friendly County.</p>		<p>opportunities and services in Staffordshire.</p>
<b>Resident income and access to good quality jobs</b>	As above.	As above	As above
<b>Improving and diversifying residents' skills and qualifications</b>	N/A.	N/A	N/A

➤ **Climate Change Assessment**

Key considerations	Benefits	Risks	Mitigations / Recommendations
<p><b>Climate change and reducing carbon footprint</b> is a core consideration</p>	<p>The service offers care and support at a local level allowing people to be supported in communities, in the carers own home or out in local neighbourhoods and may include accessing local green spaces and activities to support improved wellbeing. The local nature of the services potentially reduce travel.</p> <p>Where appropriate the service may also include support to use local transport so people are enabled to independently travel and in the process use more sustainable forms of transport.</p>	<p>Due to the care and support needs of the people accessing the service they may be more at risk of being digitally excluded. This may increase the need for more in person support, for which there would be a low risk of increasing travel related to the support or activities they take part in.</p>	<p>Consideration to include in the commissioned service specification the requirement to enable independent travel where appropriate.</p> <p>Also to give consideration to outdoor activities and use of green spaces to help maintain peoples wellbeing.</p>



➤ **Environment Assessment**

Key considerations	Benefits	Risks	Mitigations / Recommendations
<p><b>Utilisation and maintenance of the built environment</b></p>	<p>Shared Lives offers the opportunity for people to receive care and support in local homes, promoting independence, enable people to develop skills and strategies to live their lives as independently as possible. This might include some of the following interventions for example:</p> <ul style="list-style-type: none"> <li>• Develop skills around upkeep of a home (keeping them clean and tidy and managing waste and recycling and basic garden upkeep skills).</li> <li>• Receive support to live in their or their carers local community in good</li> </ul>	<p>The Shared Lives model provides care and support to people in the home of a specially recruited and trained carer and their family. Whilst there are clear strengths to this as a community-based model, there is a risk that it may be more challenging to ensure consistent approaches across individual carers which may mean the benefits aren't realised.</p>	<p>Consideration to include in the commissioned service specification the requirement to enable independent living and travel where appropriate.</p> <p>Also, to give consideration to access to community assets, outdoor activities and use of green spaces to help maintain peoples wellbeing.</p>

Key considerations	Benefits	Risks	Mitigations / Recommendations
	<p>quality, well maintained housing.</p> <ul style="list-style-type: none"> <li>• Support to independently travel and in the process, use more sustainable forms of transport.</li> <li>• Support to access to and use communal assets including the built and natural environment</li> </ul>		
<p><b>Utilisation and maintenance of the rural environment</b></p>	<p>Where appropriate to the person's needs, support with independent travel and life skills such as garden upkeep as well as potentially accessing rural based day opportunities.</p>	<p>As above</p>	<p>As above</p>

## Cabinet Meeting on Wednesday 20 September 2023

### Staffordshire Warmer Homes – Approval of the Spend plans for the Home Upgrade Grant Phase 2



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

"Lifting people out of fuel poverty and helping households with energy bills is a public health priority in Staffordshire. We are proud of our success to date, saving £1.5m in total for thousands of households.

"Our work in linking Government grants with those in need of support is a vital step towards improving health and well-being in the county. The Home Upgrade Grant Phase 2 will benefit predominantly rural areas as eligibility is focused on off-grid homes with low energy performance ratings in the most deprived areas."



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

"We are on a mission to make Staffordshire more sustainable. A quarter of carbon emissions in our county come from residential homes.

"Staffordshire Warmer Homes is helping cut carbon emissions by reducing the amount of energy needed to heat properties. The Home Upgrade Grant Phase 2 will build on our success allowing another 530 homes to improve insulation and heating, and creating local jobs."

#### Report Summary:

Staffordshire County Council has been awarded £10.5m from the Government Green Homes Grant Home Upgrade Grant Phase 2.

This report seeks Cabinet approval for expenditure of the Home Upgrade Grant Phase 2 and the subsequent procurements to secure providers for

services to make thermal improvements to people's homes, in line with the conditions of the Grant. The programme is scheduled to commence from 01 October 2023, and to end 31 March 2025.

### **Recommendations**

It is recommended that Cabinet:

- a. Note the award to the Council of the Home Upgrade Grant Phase 2 of £10.5m.
- b. Approve expenditure of the Home Upgrade Grant Phase 2 as set out in paragraph 7 of this report.
- c. Delegate authority to the Director of Health and Care to complete a compliant procurement process and appoint providers to oversee and install thermal efficiency measures in people's homes, in-line with the Grant conditions and approved expenditure.

## **Cabinet – Wednesday 20 September 2023**

### **Staffordshire Warmer Homes: Home Upgrade Grant Phase 2**

#### **Recommendations of the Cabinet Member for Health and Care and the Cabinet Member for Environment, Infrastructure and Climate Change**

It is recommended that Cabinet:

- a. Note the award to the Council of the Home Upgrade Grant Phase 2 of £10.5m.
- b. Approve expenditure of the Home Upgrade Grant Phase 2 as set out in paragraph 7 of this report.
- c. Delegate authority to the Director of Health and Care to complete a compliant procurement process and appoint providers to oversee and install thermal efficiency measures in people's homes, in-line with the Grant conditions and approved expenditure.

#### **Local Member Interest:**

N/A

#### **Report of the Director for Health and Care**

##### **Background**

1. The Government Green Homes Grant is aimed at tackling fuel poverty, meeting the 2050 Carbon Net Zero targets and re-energising local economies in the wake of the Covid pandemic. Currently 25% of the carbon tonnes emitted in Staffordshire comes from residential houses. Thus, this Grant contributes to increasing energy efficiency of homes, lowering carbon dioxide emissions and reducing the impact on the climate. The Council has already secured Green Homes Grant funding as part of the Local Authority Delivery Scheme Phase 1a (£1.04m in October 2020), Phase 2 (£4.2m in March 2021) and the Sustainable Warmth Competition (£5.9m in January 2022, which included the Home Upgrade Grant Phase 1.
2. The Home Upgrade Grant Phase 2 is the fourth phase of the Green Homes Grant. It provides people living in homes with low energy performance ratings (Energy Performance Certificates D to G) with free installation of measures to improve thermal efficiency. The measures include loft

insulation, cavity wall insulation, external wall insulation and air source heat pumps, as well as solar photovoltaic panels with battery storage, solar thermal panels, and underfloor insulation, adapting homes to the impact of climate change again contributing towards lowering Staffordshire's carbon dioxide emissions.

3. In Staffordshire, Government Green Homes Grant funding has been managed by Staffordshire Warmer Homes, a partnership including the County Council, District and Borough Councils, Staffordshire Fire and Rescue Service, Staffordshire and Stoke on Trent Integrated Care Board and Midlands Partnership University Foundation NHS Trust.
4. Staffordshire Warmer Homes has managed a range of programmes since 2019. Over 900 Staffordshire households have benefited from the installation of over 1,200 thermal efficiency measures. More than 90% of these homes improved their energy rating by at least one point; residents will save around £1.5m annually in energy costs; carbon dioxide emissions have been reduced by at least 500 tonnes since 2019.
5. The Council has been awarded £10.5m for the Home Upgrade Grant Phase 2. This follows a costed proposal submitted to the Midlands Energy Hub in March 2023 and approved by the Government (Department of Energy, Security and Net Zero) on July 10<sup>th</sup>, 2023. Acceptance of the Grant was made via Delegated Cabinet Member Decision in August 2023.

## Benefits

6. The Home Upgrade Grant Phase 2 will support another 530 households that are currently in fuel poverty to have warmer homes; it will reduce carbon dioxide emissions by around 13,000 tonnes over the life of the installed measures; it will employ around 30 people. It should also reduce cold related illnesses, improve the health and well-being of some of the most vulnerable in the county, and reduce demand on health and social care services.
7. Planned expenditure of the Home Upgrade Grant Phase 2 is shown in Table 1.

**Table 1: Planned expenditure for Home Upgrade Grant Phase 2**

£M	Year 1, 2023/24	Year 2 2024/25	Whole Project
Grant funding allocated	4.200	6.300	<b>10.500</b>
Capital spend on thermal efficiency measures	3.818	5.727	<b>9.545</b>

£M	Year 1, 2023/24	Year 2 2024/25	Whole Project
Administration and ancillary (includes Council overheads, marketing and costs related to the installation - e.g. planning permission or changes to homes)	0.382	0.573	<b>0.955</b>
Number of homes to receive measures	211	319	<b>530</b>
Estimated spend on Grade A measures: loft insulation, cavity wall insulation, external wall insulation, air source heat pumps	2.291	3.436	<b>5.727</b>
Estimated spend on Grade B or C measures: solar photovoltaic panels, solar thermal panels, underfloor insulation	1.527	2.291	<b>3.818</b>

8. The Home Upgrade Grant Phase 2 will benefit predominantly rural areas as eligibility is focused on off-grid homes. We have data that identifies off grid homes with low energy performance ratings in the most deprived areas. We will use this information to target potential households through traditional and social media as well as letter drops, and parish and town councils will be able to promote the project.

### **Delivery of the Home Upgrade Grant Phase 2**

9. Staffordshire County Council will lead, manage, and administer the Home Upgrade Grant Phase 2 on behalf of Staffordshire Warmer Homes.
10. The Home Upgrade Grant Phase 2 is scheduled between 01 October 2023 and 31 March 2025 with a target of 650 measures to be installed in the 530 homes by the end of March 2025.
11. Three separate contracts are required to deliver the programme:
- a. Customer Journey Support Services: to identify eligible homes, carry out marketing, support residents through the application process, and manage the customer journey (currently EON), up to completion of works. Community Homes Solutions have been appointed by Midlands Net Zero Hub for Staffordshire and Stoke-on-Trent.

- b. Retrofit Co-ordination Services: an independent agency who will determine what thermal efficiency measures are required for each household, monitor the works carried out by the installer, and ensure compliance with relevant standards. They will be monitored and regularly audited for compliance purposes. The current provider is Broad Oak Properties Ltd.
  - c. An Installer of thermal efficiency measures - which will include external wall insulation, loft insulation, cavity wall insulation, air source heat pumps, solar photovoltaic panels among other measures.
12. To procure and deliver the Retrofit Co-ordination Services and Installer contracts quickly the intention is to use the Midlands Energy Hub Dynamic Purchasing System. This uses abbreviated compliant procurement processes (mini competitions) to tender, evaluate and appoint providers. This will allow contracting to be simplified compared to a full SCC procurement exercise and minimise the Council resource required to manage due to the pre-checks already completed by the funder Midlands Net Zero Hub. We will continue to monitor and report on the programme to the Midlands Net Zero Hub.
13. Our local voluntary sector partner, Beat the Cold, will continue to manage wrap around support for vulnerable residents and work with the Retrofit Coordination Services provider to ensure customer needs are being met.

### **Climate Change Implications**

14. Currently 25% of the carbon tonnes emitted in Staffordshire comes from residential houses. Thus, this Grant contributes to increasing energy efficiency of homes, lowering carbon dioxide emissions, and reducing the impact on the climate.
15. Estimates from research suggest that improving by one EPC grade will result in a 30-40% reduction of the carbon footprint within a home. For example, a medium sized house will save around 2.2 carbon tonnes a year by improving by two EPC grades, see appendix 2.

### **Legal Implications**

16. Procurement and legal advice have confirmed that Midlands Net Zero Hub Bespoke Dynamic Purchasing System is compliant with procurement regulations.
17. The risks identified are minimal. However, if the contract award is to new providers there is a risk to timely mobilisation of services.



## **Resource and Value for Money Implications**

18. The Home Upgrade Grant Phase 2 will have benefits for residents in terms of reduced household expenditure, employment, reduction of carbon emissions, better health and well-being and reduced demand on health and care services. There will be no direct costs or savings for the Council.

## **Future plans**

19. Green Homes Grant funding is expected to continue for the foreseeable future to support the Government's Carbon Net Zero targets up to 2030 and beyond. The Staffordshire Warmer Homes partnership puts the county in a strong position to win and deliver further bids.

20. Reducing fuel poverty, tackling climate change, and improving health and well-being remain a high priority for the Council. We are pursuing other opportunities or additional local funding with the NHS and District and Borough Councils.

## **List of Background Documents/Appendices:**

Appendix 1 - Estimates of Carbon Savings

Community Impact Assessment

## **Contact Details**

**Assistant Director:** Claire McIver, Assistant Director for Public Health, and Prevention

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**Job Title:** Commissioning Manager

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Houses typically emit more than flats, and larger homes emit more than smaller ones. However, when taking equivalent sized homes and flats, each EPC grade climbed represents around a 30–40% reduction in CO2 emissions per year on a diminishing scale. Based on all domestic EPCs lodged in the last decade, there is the potential to halve the emissions of residential property if all properties were upgraded to their current estimated potential – typically including roof and cavity insulation and installing a condensing boiler. This is a reduction of around 50Mt of carbon per year.

An EPC B rated house of 900–1,000 square foot with three bedrooms emits just under two tonnes of CO2 per year. An equivalently sized house with a D rating emits around 4 tonnes per year. A 600–700 square foot flat with two bedrooms with an EPC B rating, emits 1.2 tonnes of CO2 per year; while an equivalent rated D flat would emit three tonnes per year.

### ***Median CO2 emissions for equivalent properties***

Source: MHCLG





# Community Impact Assessment

## The Home Upgrade Grant Phase 2

Author: Dave Sugden / Katie Marshall

Date: 07/08/2023

## ➤ 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 154  <b>Cross Cutting:</b> Impacts that affect all or multiple protected characteristics	<p>Staffordshire Warmer Homes targets those in the community who are vulnerable and in areas of deprivation.</p> <p>The Home Upgrade Grant Phase 2 (HUGS 2) specifically targets fuel poor homes that are off the gas grid, where thermal upgrades tend to be more expensive.</p> <p>Improved energy efficiency and therefore lower energy bills. Household finances released towards other household bills such as food, transport addressing physical and mental wellbeing.</p> <p>Meeting the 2050 Carbon Net Zero targets, supporting sustainable housing and re-</p>	<p>Any delays in procurement could cause delays for the programme</p> <p>May not reach the most vulnerable in society</p>	<p>To work with the Governance process to ensure approval is granted to enable procurement to take place in time.</p> <p>Creation of a clear project plan with workable milestones</p> <p>Programme targets 52 most vulnerable LSOAs across Staffordshire.</p> <p>Supported by broad eligibility criteria (household income &lt;than</p>

Protected Characteristics	Benefits	Risks	Mitigations / Recommendations
	energising local economies in the wake of the Covid pandemic		<p>£30k or &lt;than £50k where there are large families and/ or poor housing stock</p> <p>Always offered advice on tariff and fuel efficiency, financial support and offer of wider support for vulnerable via SWH's infrastructure</p>
<p>Page 155</p> <p><b>Age</b> - older and younger people</p>	<p>Access to mix of tailored thermal measures to suit household needs.</p> <p>As Above</p>	As above	As above
<p><b>Disability</b> - 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>	As above	As above	As above
<p><b>Gender reassignment</b> - those people in the process of transitioning from one sex to another</p>	As above	As above	As above

Protected Characteristics	Benefits	Risks	Mitigations / Recommendations
<b>Marriage &amp; Civil Partnership</b> - people who are married or in a civil partnership should not be treated differently at work	As above	As above	As above
<b>Pregnancy &amp; Maternity</b> - women who are pregnant or who have recently had a baby, including breast feeding mothers	As above	As above	As above
<b>Race</b> - people defined by their race, colour, and nationality (including citizenship) ethnic or national origins	As above	As above	As above
<b>Religion or Belief</b> - 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	As above	As above	As above
<b>Sex</b> - men or women	As above	As above	As above
<b>Sexual orientation</b> - whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes	As above	As above	As above



## ➤ Workforce Assessment

**\*\*This section only needs to be undertaken if your proposal affects SCC staff\*\***

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

## ➤ Health, Well-being and Social 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 health inequalities.
- Consider whether the proposal will impact on demands for, or access to, social care support for those eligible under the Care Act 2014.
- Also consider whether your proposal positively promotes or negatively impacts healthy lifestyles, personal responsibility and independence (including independent living) with support from family, friends and/or the community.
- If the proposal potentially has a more significant impact on health and wellbeing (of individuals or communities), where applicable, **a further ‘Health Impact Assessment’ may need to be considered.** Please contact [Public Health](#) to discuss or for further advice and guidance on completing a ‘Health Impact Assessment’.

Key considerations	Benefits	Risks	Mitigations / Recommendations
<p>Targeted at adults at risk of poor physical and mental health due to the stress of living in a hard to heat homes.</p> <p>The Home Upgrade Grant Phase 2 (HUGS 2) specifically targets fuel poor homes that are off the gas grid, where thermal upgrades tend to be more expensive. Funding is available per home based on need.</p> <p>Acceptance of the award will enable the Council to deliver the Memorandum of Understanding with Department of Energy Security and Net Zero (DESNZ), completing procurement procedure and mobilising contracts as early as possible to meet expected delivery targets.</p>	<p>Residents within the most Rural areas suffering from damp and cold related risks or illnesses where eligible, will benefit from this programme.</p> <p>Implementation of a mix of thermal measures, including, Air Source Heat Pump and Solar photovoltaic installations, External</p>	<p>Not being able to target all of the people in need</p>	<p>Use of data analytics to ensure that we reach as many of the vulnerable residents as possible</p>

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Key considerations	Benefits	Risks	Mitigations / Recommendations
<p>Early completion of the Grant Acceptance process with Midlands Net Zero will ensure work commences from 1<sup>st</sup> October 2023.</p> <p>The HUGS2 programme will build on previous Warmer Homes programmes delivery with a focus on the most deprived rural areas within Staffordshire and benefits the most protected groups, but particularly those on low income, suffering from damp and cold related risks or illness.</p>	<p>wall, cavity wall, park Homes, loft insulations, and lower cost measures (E.g. Doors, Smart meters)</p> <p>Allowing finances to be spread wider costs for families.</p> <p>Overall improved health</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, or the Armed Forces community (ensuring consideration of the Armed Forces Act 2021, and due regard to help improve access to public services) etc.

- 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>There is an opportunity to engage with local communities to help find households and individuals who would benefit from warm homes alongside using our data.</p> <p>Not all vulnerable individuals are known to public services - and it is better to act early to prevent.</p> <p>This builds on the Public Health and Prevention strategy, Supportive Communities Programme and place based approach across Children's and Families</p>	<p>Bespoke approach and delivery of services that will impact those in need.</p> <p>Warmer homes and better health for residents across Staffordshire.</p> <p>A particular focus on rural communities, supporting sustainable housing and prevention of fuel poverty in rural areas</p>	<p>As above risks apply</p>	<p>As above mitigations apply</p>

## ➤ 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>Staffordshire Commission Local businesses where possible and encourage those relationships to continue to grow with our programme.</p> <p>With the continuous improvement of homes across Staffordshire it provides better housing for future generations</p>	<p>This affects the cost of living, affordability, and attractiveness of the county as a place to live.</p> <p>Cold homes also have a direct impact on educational standards and therefore the strength of the workforce to attract inward investment by businesses.</p>	<p>As above</p>	<p>As above</p> <p>Plan for HUGS has costs has built in additional workforce costs</p>

Key consideration	Benefits	Risks	Mitigations / Recommendations
	<p>This programme in particular will require several FTE staff for the next 18 months to deliver, at both commissioned services and SCC.</p>		

## Climate Change Assessment

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

Key considerations:

- 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](mailto:sustainability@staffordshire.gov.uk) for further advice and guidance.

Key considerations	Benefits	Risks	Mitigations / Recommendations
<p>The programme contributes towards the Net Zero target for Staffordshire as per below:</p> <p>The Government Green Homes Grant is aimed at tackling fuel poverty, meeting the 2050 Carbon Net Zero targets, supporting sustainable housing and re-energising local economies in the wake of the Covid pandemic.</p>	<p>Contribution to tackling fuel poverty and meeting the 2050 Carbon Net Zero Targets</p> <p>25% of carbon emissions in Staffordshire are from Residential housing. HUGS 2 will reduce these emissions.</p>	<p>As Above</p>	<p>As Above</p>

Key considerations	Benefits	Risks	Mitigations / Recommendations
	<p>Healthier, Happier residents across Staffordshire</p> <p>Less strain on other Public Services as warmer homes contribute to prevention of further illness.</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
<p>This programme particularly targets the Rural Environments due to the eligibility criteria of the scheme.</p> <p>Rural areas are targeted because they contain more off grid homes which also are poorly insulated and heated via solid fuels and/or electricity.</p> <p>HUGS 2 provides increased funds per home for the more substantive upgrades required to improve the thermal viability of this type of home</p>	<p>Rural areas will feel part of a community</p> <p>Solar PV or thermal and ASHP and provides alternatives to fossil fuel heating such as oil or coal which may contribute to poorer air quality and higher carbon emissions.</p> <p>Inefficient insulation contributes to high energy use and fuel emissions</p>	<p>As above</p>	<p>As Above</p>



## Cabinet - Wednesday 20 September 2023

### 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 Deputy Chief Executive and 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 Education (and SEND)	In approving the award of compensation following an investigation by the Local Government and Social Care Ombudsman into a complaint against the County Council.
Cabinet Member for Education (and SEND)	In approving the award of compensation following an investigation by the Local Government and Social Care Ombudsman into a complaint against the County Council.
Cabinet Member for Health and Care	In approving the grant award of £10.5m to be awarded by the Government Department of Energy Security and Net Zero (DESNZ), following their approval of the Council's outline (Home Upgrade Grant Phase 2) spend plan on 10 July 2023.
Cabinet Member for Education (and SEND)	In approving options to extend the current Independent Special School contract with amended contract value.

#### List of Background Papers:

Cabinet Member Delegated Decisions No. 562 - 565

## Contact Details

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### **Forward Plan of Key Decisions - 18 October 2023 - 20 March 2024**

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](mailto: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  
 Cabinet Support Member for Highways – Robert Pritchard  
 Cabinet Support Member for Public Health and Integrated Care – Paul Northcott

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 <https://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.

## Forward Plan of Key Decisions - 18 October 2023 - 20 March 2024

### 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
18 October 2023	Public	<p><b>Integrated Performance Report - Quarter 2, 2023/24</b> Leader of the Council (Alan White), Cabinet Member for Finance and Resources (Ian Parry)</p>	n/a	<p>Wendy Tompson, Rachel Spain (Tel: 01785 854267, Tel: 01785 854455) <b>Service Area:</b> Strategy Team and Finance</p>
		<p>This quarterly Integrated Performance Report provides an overview of Staffordshire County Council's progress and performance in delivering against our Strategic Plan and Corporate Delivery Plan, and our financial position in relation to our Medium Term Financial Strategy.</p>		
18 October 2023	Private	<p><b>Nexus Care (Nexus Trading Services Limited) Annual Report 2022/23</b> Cabinet Member for Commercial Matters (Mark Deaville)</p>	None	<p>John Tradewell, Dr Richard Harling MBE (Tel: 01785 276102, Tel: 01785 278700) <b>Service Area:</b> Health and Care</p>
		<p>To consider the Annual Report as sole shareholder of the company (Staffordshire County Council), review performance for the year and make any comments regarding its future strategic direction, as necessary.</p>		

18 October 2023	Private	<p><b>Unregulated Placement Update</b> Cabinet Member for Children and Young People (Mark Sutton)</p> <p>Update on the young people in unregulated placements</p>	n/a	<p>Nisha Gupta (Tel: 07890 402088) <b>Service Area:</b> Children and Families</p>
15 November 2023	Public	<p><b>Staffordshire Employment and Skills Strategy 2023-2030</b> Deputy Leader of the Council and Cabinet Member for Economy and Skills (Philip White)</p> <p>The new Employment and Skills Strategy for Staffordshire puts in place the shared vision and priorities to help deliver our united economic vision for the Staffordshire economy and inform the development of the Local Skills Improvement Plan (LSIP) for Stoke-on-Trent and Staffordshire.</p>	The draft strategy has gone through partner consultation and is currently going through full public consultation via the SCC website.	<p>Anthony Baines (Tel: 01785 895984) <b>Service Area:</b> Skills and Employability Team</p>
15 November 2023	Public	<p><b>Climate Change Action Plan Review and Climate Change Annual Report</b> Cabinet Member for Environment, Infrastructure and Climate Change (Simon Tagg)</p> <p>Review of CCAP and annual report</p>	NA	<p>Darryl Evers (Tel: 01785 854265) <b>Service Area:</b> Sustainability and Waste Management</p>
15 November 2023	Public	<p><b>Strategic Vision for Early Years</b> Cabinet Member for Children and Young People (Mark Sutton)</p> <p>The report will provide an overview of the national and local contexts that impact on early years service delivery, current priorities and how the service needs to respond. This report is to seek endorsement from the Cabinet to progress further with service development and priorities to ensure children in Staffordshire get the best possible start in life.</p>	N/A	<p>Natasha Moody (Tel: 07976 191079) <b>Service Area:</b> Early Years</p>

15 November 2023	Public	<b>Half Yearly Treasury Management Report</b> Cabinet Member for Finance and Resources (Ian Parry)	None	Rob Salmon (Tel: 01785 276354) <b>Service Area:</b> Pensions and Treasury Management
		The report provides a summary of the County Council's borrowing and investment activities during the first six months of the year.		
15 November 2023	Private	<b>Families Health &amp; Wellbeing (0-19) Service</b> Cabinet Member for Children and Young People (Mark Sutton)	n/a	Natasha Moody (Tel: 07976 191079) <b>Service Area:</b> Wellbeing & Partnerships
		Recommendations regarding the Families Health & Wellbeing (0-19) Service from 1st April 2024		
15 November 2023	Private	<b>Additional Nursing Capacity</b> Cabinet Member for Health and Care (Julia Jessel)	None	Andrew Jepps (Tel: 01785 278557) <b>Service Area:</b> Care Commissioning, Health & Care
		Due to growing demand for nursing homes within Staffordshire there is a need to create more capacity to provide good quality, affordable nursing care to the people of Staffordshire. Demand analysis shows the biggest need is within the Tamworth/Lichfield area. This proposal is to build 2 nursing homes within this area.		
15 November 2023	Private	<b>Provision of a Waste Transfer Facility</b> Cabinet Member for Environment, Infrastructure and Climate Change (Simon Tagg)	None at this time	Darryl Evers (Tel: 01785 854265) <b>Service Area:</b> Waste and Sustainability
		Proposal for the re-procurement of a waste transfer facility to receive, manage and transfer waste.		
13 December 2023	Public	<b>Medium Term Financial Strategy 2024-2029</b> Cabinet Member for Finance and Resources (Ian Parry)	In addition to the general budget consultation, any specific consultation, if appropriate, will be determined by the	Rachel Spain (Tel: 01785 854455) <b>Service Area:</b> Finance
		To update Cabinet on the Medium Term Financial Strategy for the period 2024 to 2029.		



			nature of any issues raised in the Strategic Plan and Medium Term Financial Strategy	
13 December 2023	Public	<b>Older People Commissioning Strategy</b> Cabinet Member for Health and Care (Julia Jessel)	We have engaged with a range of partners including a citizen survey, focus groups, care providers, MPFT, carers groups, voluntary sector	Andrew Jepps (Tel: 01785 278557) <b>Service Area:</b> Health and Care
		Older People Commissioning Strategy - Healthy aging and support for Older People in Staffordshire		
13 December 2023	Public	<b>Provision of Services for Children and Young People</b> Cabinet Member for Children and Young People (Mark Sutton)	none currently	Natasha Moody (Tel: 07976 191079) <b>Service Area:</b> Placement Service - Wellbeing and Partnerships
		The West Midlands Framework is for residential children's homes for children and young people for access to local authorities and trusts in the West Midlands. It is to provide a safe, stable and nurturing homes for vulnerable children that require residential care.		
17 January 2024	Private	<b>Unregulated Placements</b> Cabinet Member for Children and Young People (Mark Sutton)	n/a	Nisha Gupta (Tel: 07890 402088) <b>Service Area:</b> Children and Families
		Update on the young people in unregulated placements		
21 February 2024	Public	<b>Integrated Performance Report - Quarter 3, 2023/24</b> Cabinet Member for Finance and Resources (Ian Parry), Leader of the Council (Alan White)	n/a	Rachel Spain, Wendy Tompson (Tel: 01785 854455, Tel: 01785 854267)
		This quarterly Integrated Performance Report provides an overview of Staffordshire County Council's progress and		

		performance in delivering against our Strategic Plan and Corporate Delivery Plan, and our financial position in relation to our Medium Term Financial Strategy.		<b>Service Area:</b> Strategy Team and Finance
20 March 2024	Private	<b>Burton Regeneration</b> Cabinet Member for Communities and Culture (Victoria Wilson)	N/A at this stage	Ian Turner (Tel: 01785 277228) <b>Service Area:</b> Communities and culture
		Item relating to the Burton Regeneration works.		