

## Cabinet

Wednesday 13 December 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  
5 December 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 15 November 2023** (Pages 1 - 10)
4. **Leader's Update**  
Oral report of the Leader of the Council
5. **Staffordshire Means Back to Business - Oral Update** (Verbal Report)  
Deputy Leader and Cabinet Member for Economy and Skills
6. **Older People Adult Social Care Commissioning Strategy 2024-2029** (Pages 11 - 44)  
Cabinet Member for Health and Care

7. **Medium Term Financial Strategy 2024-2029** (Pages 45 - 90)

Leader of the Council and Cabinet Member for Finance and Resources

8. **Decisions taken by Cabinet Members under Delegated Powers** (Pages 91 - 92)

9. **Forward Plan of Key Decisions** (Pages 93 - 100)

10. **Exclusion of the Public**

The Chairman to move:

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

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**Part Two**

(All reports in this section are exempt)

11. **Families Health & Wellbeing (0-19) Service** (Pages 101 - 110)

(Exemption paragraph 3)

Cabinet Member for Children and Young People

12. **Drug and Alcohol Partnership Proposal** (Pages 111 - 130)

(Exemption paragraph 3)

Cabinet Member for Health and Care

<b>Membership</b>	
Alan White (Chair)	Jonathan Price
Philip White	Robert Pritchard
Mark Deaville	Mark Sutton
Julia Jessel	Simon Tagg
Paul Northcott	David Williams
Ian Parry	Victoria Wilson

## **Notes for Members of the Press and Public**

### **Filming of Meetings**

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The webcast will be live on the County Council's website and recorded for subsequent play-back for 12 months. The recording will also be uploaded to YouTube. By entering the meeting room and using the seats around the meeting tables you are deemed to be consenting to being filmed and to the possible use of those images and sound recordings for the purpose of webcasting.

If you have privacy concerns about the webcast or do not wish to have your image captured, then please contact the Member and Democratic Services officer named at the top right of the agenda.

### **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 15 November 2023

Attendance	
Mark Deaville	Simon Tagg
Julia Jessel	Alan White (Chair)
Jonathan Price	Philip White
Mark Sutton	

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

**Also in attendance: Mike Wilcox (Local Member)**

**Apologies:** Ian Parry, David Williams and Victoria Wilson

### Part One

#### 46. Declarations of Interest in accordance with Standing Order 16

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

Member	Minute Nos.	Interest	Reason
Robert Pritchard	58	Personal	Local Member and also member of Tamworth Borough Council

#### 47. Decision notice of the meeting held on 18 October 2023

**Decision** – That the notes of the meeting held on 18 October 2023 be approved.

#### 48. Leader's Update

**Decision** – That the oral report of the Leader of the Council giving an update on a range of issues including the Remembrance Services which took place across the County, including at the National Memorial Arboretum, to remember those who gave their lives so we could enjoy the freedoms we have today; the Council's work with Tri Services in Newcastle to help them secure a permanent base for their work in supporting veterans; the extra costs that that Winter brings to families and the support available via the Household Support Fund; Staffordshire's Libraries to offer warm spaces to residents over the Winter period; the Government would shortly be announcing its spending priorities for the country as part of the Chancellor's Autumn Statement this month; the

Council's commitment to balancing its books while still promoting good education, training and job opportunities, growing our economy, investing in good roads, protecting our amazing countryside, leading the way on reducing our carbon footprint, fostering better, more independent lives and of course protecting our most vulnerable children and adults; and the launch of the Let's Talk Staffordshire survey which ask residents for their ideas on the future of their local communities; be noted.

#### **49. Minutes of the meeting of the Property Sub-Committee held on 1 November 2023**

**Decision** – That the minutes of the meeting of the Property Sub-Committee held on 1 November 2023 be received.

#### **50. Staffordshire Means Back to Business - Oral Report**

**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 335 claimants in Staffordshire, at the same time we have seen increases both regionally and nationally, this is reflective of the challenging economic conditions businesses continue to operate in across the country. The total number of claimants in the county now stands at 14,955 or 2.8% of the working age population. It is important to state that 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 4.8%, and lower than the average for England of 3.8%. We will continue to support those residents that unfortunately find themselves out of work to access employment through our Jobs Brokerage service.
- The youth claimant count in Staffordshire saw an increase of 40 claimants to a total of 2,900 young people. The proportion of young people in Staffordshire aged 18-24 that are claiming work-related Universal Credit now stands at 4.6%. This is lower than the national rate of 5.1% and far lower than the regional rate of 6.8%. This further increase in the youth claimant count highlights the importance of continuing to engage with our younger residents and supporting them to find employment or continue in education and training.
- The most recently released figures on disposable household income showed that Staffordshire is outperforming regional and national averages, with disposable income per head increasing by 4.4% in Staffordshire compared to 4% and 3.7% across the West

Midlands Region and UK respectively. Whilst high levels of inflation continue to present challenges, this is now expected to fall substantially over the coming months whilst the County Council will continue to do all we can to support our residents in getting a higher paid job, thereby putting more money in their pockets.

- Last month I updated Cabinet on some of the short-term localised difficulties the delivery of some of our investment activity can create, and particularly our Chatterley Valley West employment site and the ongoing closure of Peacock Hay Road. The highways works recommenced on 13<sup>th</sup> November following the appointment of our strategic infrastructure partner, Amey, to undertake these works. The site developer, Harworth Group has also appointed a replacement earthworks contractor to recommence plot preparation and servicing works. Although there may be a period of limited activity due to winter conditions, the development of the site will soon be fully back underway, ensuring that the full benefits of the scheme, including the creation of 1,700 jobs, will be realised at the earliest opportunity.
- The Council has now supported 598 people through the Staffordshire Start Up Mentoring Programme, with 279 of those who have successfully completed the course deciding that self-employment is for them and having gone on to start their own business. For those people who have completed this programme, we recently ran a series of peer-to-peer networks to support them in ensuring that their new business is a success and to work through any difficulties they may be facing and help find solutions together. These sessions have proved very successful, and we are therefore looking to commission more to be launched in the next couple of months.
- Our Get Started and Grow programme has now supported more than 194 business owners who have been trading up to five years with professional services support in marketing, accountancy, digital marketing, legal or human resources consultancy. These are just a few examples of our current activity to support businesses to start and thrive within Staffordshire and this will of course remain a key focus as part of the delivery of our Economic Strategy.

## **51. Strategic Vision for Early Years**

	<p>"Childcare in Staffordshire is excellent, with 97 per cent of settings rated Good or Outstanding by Ofsted.</p> <p>The Government's move to extend the provision of funded childcare is an opportunity for young children to enjoy high-quality play and learning to pave the way for later life.</p> <p>We are developing how we back childcare providers across the county and help young families, particularly with early identification of support for delayed development and SEND."</p> <p>Mark Sutton, Cabinet Member for Children and Young People</p>
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**Reasons for the Decision** – To review the structure of the Early Years Service within Staffordshire County Council following the transfer of the team from Entrust.

**Decision** – (a) That the strategic vision for the early years' service be endorsed and the contribution this will make to Staffordshire's Strategic Plan be acknowledged.


(b) That the principles for the proposed reorganisation of the Early Years Service delivery model detailed within the report be endorsed and support for Officers to further develop this model with staff and stakeholders be agreed.

(c) That authority be delegated to the Director for Children's Services in consultation with the lead member for Children and Young People and lead member for Education and SEND to approve the final staffing structure for the service.

(d) That the planned budget profile for the Early Years Service and investment in new areas of delivery be endorsed.

## **52. Climate Change Annual Report (2023) and Draft Climate Change Action Plan, revision 3 (November 2023)**



	<p>"As a county council, we're driven by a powerful mission—to make Staffordshire Sustainable.</p> <p>We've set our sights on an ambitious goal to achieve net zero carbon emissions as an organisation by 2050.</p> <p>Back in 2019, we declared a climate change emergency. I am pleased to share that we have reduced our carbon emissions by 50%. This achievement is a testament to our dedication and hard work. It's also a stark reminder that our journey is far from over.</p> <p>We've devised a comprehensive 'Climate Change Action Plan. This blueprint outlines our strategy for tackling the remaining half of our carbon emissions. It's a roadmap that signifies our determination to continue this vital work and pave the way toward a sustainable future."</p> <p>Simon Tagg, Cabinet Member for Environment, Infrastructure and Climate Change</p>
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**Reasons for the Decision** – To consider the Council’s Climate Change 2022/2023 Annual Report and to approve the Climate Change Action Plan revision 3, November 2023 (CCAP), which contains specific actions to be undertaken by the Council prior to 2025 which will assist in our journey to become net carbon zero by 2050.

**Decision** – (a) That the Council’s Climate Change 2022/2023 Annual Report, which records the positive progress that has been made on our target to become net carbon zero by 2050, be noted.

(b) That the Climate Change Action Plan revision 3, November 2023, which lists our key climate change mitigating actions over the next 2 years, be approved.

## 53. Staffordshire Employment and Skills Strategy 2023-2030

	<p>"As Staffordshire's economy continues to grow and with high demand from employers for skilled workers it is essential that we have a population ready to take advantage of new opportunities.</p> <p>Developing people's skills before they embark on their careers and then upgrading them throughout their working lives means they can play an active part in a modern and evolving economy. Having relevant skills to our key sector industries will enable Staffordshire people to enjoy working in higher value jobs in their own county.</p> <p>Our employment and skills strategy is truly collaborative between councils, learning providers and business and aims to make the world of learning and skills as easy to navigate as possible. This includes our Staffordshire Jobs and Careers Service which matches people's skills with jobs or training relevant to them.</p> <p>The strategy draws on our collective expertise and sets out a shared vision and approach. We are confident that it will help to improve people's lives, their communities and our economy in the long-term."</p> <p>Philip White, Deputy Leader and Cabinet Member for Economy and Skills</p>
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**Reasons for the Decision** – To consider the new Employment and Skills Strategy which outlines the County Council's vision and priorities for developing the skills of our residents to create the workforce needed to deliver our Economic Strategy and Strategic Plan.

**Decision** – (a) That the Employment and Skills Strategy be approved.

(b) Working with those Cabinet Members with associated responsibilities, the Director for Economy, Infrastructure & Skills be authorised to progress the development of supporting delivery plans, working with our partners as appropriate.

#### **54. Treasury Management Report for the half-year ended 30 September 2023**



"Staffordshire County Council is a well-run Council, and we continue to manage our finances prudently while doing and spending what is required. By using cash reserves rather than borrowing more, we have been able to achieve substantial savings in what remain challenging times. 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 borrowing and investment activities during the first six months of the year.

Decision – (a) That the treasury management activities for the half-year ended 30 September 2023 be noted.

(b) That the early repayment of £50 million of PWLB debt, as discussed in Paragraph 30 of the report, be noted.

## 55. Decisions taken by Cabinet Members under Delegated Powers

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

Cabinet Member	Decision
Cabinet Member for Children and Young People	In approving the name change and rebranding for the existing eleven Children's Centres in Staffordshire and two additional county council buildings, Families First at Faraday Road in Stafford, and Families First at Basin Lane in Tamworth into Family Hubs

## 56. Forward Plan of Key Decisions

The Forward Plan of Key Decisions for the period 13 December 2023 to 17 April 2024, which detailed the following issues, was approved:

<b>Subject Matter</b>	<b>Contact</b>
Medium Term Financial Strategy 2024-2029	Name: Rachel Spain Tel: (01785) 854455
Older People Adult Social Care Commissioning Strategy 2024-2029	Name: Andrew Jepps Tel: (01785) 278557
Families Health & Wellbeing (0-19) Service	Name: Natasha Moody Tel: 07976 191079
Drug and Alcohol Services	Name: Anthony Bullock Tel: (01785) 276649
Provision of Services for Children and Young People	Name: Natasha Moody Tel: 07976 191079
Residential Overnight Education	Name: Neelam Bhardwaja Tel: (01785) 277041
Service Provision of Temporary and Interim Human Resources	Name: Sarah Getley Tel: (01785) 854265
Unregulated Placements	Name: Nisha Gupta Tel: 07890 402088
Medium Term Financial Strategy 2024-2029	Name: Rachel Spain Tel: (01785) 854455
Integrated Performance Report - Quarter 3, 2023/24	Name: Rachel Spain/ Wendy Tompson Tel: (01785) 854455/ (01785) 854267
Equalities, Diversity & Inclusion - progress update	Name: Sarah Getley Tel: (01785) 854265
Burton Regeneration	Name: Ian Turner Tel: (01785) 277228
Capital Programme for Schools 2024/ 25	Name: Ian Turner Tel: (01785) 277228
Children and Young People's Emotional Health and Wellbeing Service	Name: Natasha Moody Tel: 07976 191079
Unregulated Placement Update	Name: Nisha Gupta Tel: 07890 402088

## 57. Exclusion of the Public

"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".

## **PART TWO**

### **58. Development of Additional Nursing Home Capacity for Older People** (Exemption paragraph 3)

**Reasons for the Decision** – To consider a proposal to build two nursing homes in the Tamworth/Lichfield area.

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

### **59. Provision of a Waste Transfer Facility** (Exemption paragraph 3)

**Reasons for the Decision** – To consider a proposal for the re-procurement of waste transfer facilities to receive, manage and transfer waste.

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

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



## **Cabinet Meeting on Wednesday 13 December 2023**

### **Older People Adult Social Care Commissioning Strategy 2024-2029**

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



"We want to ensure that older people in our county are able to live healthy and well, and maintain their independence for as long as they can.

"Our new Older People Adult Social Care Commissioning Strategy, which has been produced with local organisations, older people and their carers, aims to help everyone live independently at home for as long as possible.

"It will also ensure that as and when they do require support, they are able to access the best support available to meet their needs."

#### **Report Summary:**

Staffordshire County Council have developed a new Older People Adult Social Care Commissioning Strategy, which has been co-produced, and takes into account what people have told us. This includes the public, our partners, health professionals, local organisations and older people and their carers. Cabinet is asked to consider and approve the proposed Older People Adult Social Care Commissioning Strategy 2024-2029.

#### **Recommendations**

I recommend that Cabinet:

- a. Approve the proposed Older People Adult Social Care Commissioning Strategy 2024-29.

## **Cabinet – Wednesday 13 December 2023**

### **Older People Adult Social Care Commissioning Strategy 2024-2029**

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

I recommend that Cabinet:

- a. Approve the proposed Older People Adult Social Care Commissioning Strategy 2024-29.

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

N/A

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

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

1. Staffordshire County Council Council's vision is that Staffordshire is an ambitious, innovative and sustainable county, where everyone has the opportunity to prosper, be healthy and happy – including people with adult social care needs.
2. Healthy ageing, including promoting well-being and enabling independence for older people, is one of the priorities of Staffordshire's Health and Well-being Strategy and the Staffordshire and Stoke on Trent Integrated Care Partnership Strategy.
3. We have developed a new Older People Adult Social Care Commissioning Strategy that will promote well-being and independence for older people in Staffordshire and help them live at home for as long as possible. It will also help ensure that they know how to access support and that if they needs adult social care there are good quality services available when they need them and at a cost we can all afford.
4. The Strategy has been co-produced with Integrated Care System partners, providers, health and social care professionals, and older people and their carers.
5. The Strategy sets out four main priorities and outcomes:
  - a. Priority 1: Prevention. Outcome: to support older people who don't require adult social care to live independently at home.



- b. Priority 2: Quality care. Outcome: to ensure that when older people need adult social care, that there are good quality services available and at a cost we can all afford.
- c. Priority 3: Living Independently. Outcome: to support older people who require adult social care to continue living at home for as long as possible.
- d. Priority 4: Care homes. Outcome: to ensure that when older people need adult social care but can no longer stay at home, that the right support is available.

6. The objectives we will achieve include:

- a. People will have the right information and advice to be able to maintain a healthy lifestyle and remain independent for longer.
- b. Older people are able to stay connected to friends and the local community.
- c. People have the skills and technology to be able to make use of digital information and advice, and can access information in traditional ways if they choose.
- d. Improve the quality of care in Staffordshire.
- e. Older people and their carers are able to access support when they need it.
- f. People know how to access social care services when they need them.
- g. Approaches to care recognise peoples' strengths and skills.
- h. Promote innovation and use of technology to support people with care needs.
- i. Enabling choice and control for people who have care needs.
- j. Older people are able to continue to stay connected to friends and the local community, and participate in activities within care homes and the wider community.

### **Proposed next steps**

7. The Strategy is expected to commence from April 2024. An associated action plan will be produced by end of January 2024 to support implementation of the Strategy. The Care Commissioning team will monitor delivery of the Strategy and Action Plan.

### **Legal Implications**

8. There are no legal implications anticipated from the Strategy itself as both the Council's relevant current statutory responsibilities and potential future legislative and national policy changes have been considered in its development.

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

9. There are some expected financial implications arising from the strategy with regards to proposals to develop a dementia navigation offer to enable people with dementia and their families to navigate ahead of crisis the dementia pathway and explore options. As part of the action plan proposals and costings will be prepared. This will not produce a pressure on the Council's Medium Term Financial Strategy.
10. The remaining plans will be delivered within existing resources.

## **Climate Change Implications**

11. Whilst it is not anticipated that the strategy will have significant climate change implications, an area that relates to the environment has been identified through the Community Impact Assessment. This is:
- a. Older people are able to stay connected to friends and the local community groups.

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

Appendix 1 - Older People Adult Social Care Commissioning Strategy 2024-29.

Community Impact Assessment

## **Contact Details**

**Assistant Director:** Andrew Jepps, Assistant Director, Care Commissioning, Health and Care

**Report Author:** Rosanne Cororan  
**Job Title:** Senior Commissioning Manager  
**Telephone No.:** 07817 244 653  
**E-Mail Address:** [rosanne.cororan@staffordshire.gov.uk](mailto:rosanne.cororan@staffordshire.gov.uk)

# Older People Adult Social Care Commissioning Strategy

2024 – 2029

## Introduction

- Staffordshire County Council Council's vision is that Staffordshire is an ambitious, innovative and sustainable county, where everyone has the opportunity to prosper, be healthy and happy – including people with adult social care needs.
- Healthy ageing is a priority in the Staffordshire Health and Well-being Strategy and the Staffordshire and Stoke on Trent Integrated Care Partnership Strategy.
- This Strategy will promote well-being and independence for older people in Staffordshire and help them live at home for as long as possible.
- It will also help ensure that they know how to access support and that if they need adult social care there are good quality services available when they need them and at a cost we can all afford.
- The Strategy has been co-produced with our Integrated Care System partners health and social care professionals, and older people and their carers. We would like to thank everyone who has supported its development.
- We hope that through commitment from ourselves, our partners and the wider community, we can create the right conditions for older people to remain healthy, resilient and independent.

Cllr Julia Jessel, Cabinet Member for Health and Care, Staffordshire County Council

Dr Richard Harling, MBE, Director of Health and Care, Staffordshire County Council

# Health and social care needs of older people in Staffordshire: What We Know

## Summary of Needs

- The age 65+ population is expected to grow by 18% in the next ten years from 194,100 in 2022 to 231,000 in 2032; an increase of 36,900 people (Source: Office for National Statistics).
- The age 85+ is expected to grow by 47% in the next ten years from 23,500 in 2022 to 35,400 in 2032; an increase of 11,900 people. (Source: Office for National Statistics).
- Growth in the older population will be much greater than the working age population in Staffordshire, resulting in relatively fewer working age people to support the elderly.
- Over 13,600 older people in Staffordshire are estimated to be suffering from dementia; this is set to increase by 3,500 people by 2030.
- Over 4,000 people aged 65+ were admitted to hospital in 2020 for a fall-related injury. By 2031, this is set to increase by 730 falls related admissions per year.
- 27,000 out of 32,000 people aged 65 to 74 years reported feeling lonely some of the time in the 2018 Loneliness ONS Survey.
- 29% of people aged 65-74 and 52% of people aged 75+ are reported to be inactive (of 93,000 people asked- Sport England within their Active Lives Survey taken in 2018).
- In Staffordshire almost 1 in 4 (22%) adults have a limiting long-term illness, as well as over half (53%) of older people which is statistically higher than national (2021 Census).
- Around 3% of older people over the age of 65 in Staffordshire receive County Council funded adult social care.
- Spend in Staffordshire on adult social care for Older People in 2022/23 was around £164.76 million (Gross) / £102.67 million (Net).

	No in Staffordshire*	Per 1000 population
Receiving home care	2,867	14.7
Supported in extra care	137	0.7
Receiving day care	223	1.1
In a nursing care home	1,174	6
In a residential care home	1,512	7.7
In receipt of Direct Payments	411	2.1
In receipt of Equipment Only	840	4.3

\*as at 10<sup>th</sup> October 2023

## **What you have told us**

### **Things that are important to help you remain independent at home**

- Maintaining a healthy lifestyle
- Public transport
- Help with maintaining your home
- Staying connected to friends and the local community groups
- Employment or volunteer opportunities
- Financial advice and guidance
- Digital skills and being able to access information in traditional ways

### **Things that are important when you need help with your care**

- Maintaining health and well-being and being able to access health services
- Support and advice for informal carers
- Knowing how to access adult social care services when needed
- Approaches to care that recognise strengths and skills
- Technology awareness and the assistance to learn how to use it
- Reasonable choice of care services
- Good quality and affordable care services
- Good facilities within care homes/extra care and being able to remain connected to the community.
- Dementia specialist services
- Good quality care staff

# Our Priorities

Staffordshire County Council have set four strategic objectives for Health and Care in Staffordshire. These are:

- Promote good health and independence, and encourage and enable people to take personal responsibility for maintaining their well-being
- Ensure effective and efficient assessment of needs that offers fair access to services
- Maintain a market for care and support that offers services at an affordable price
- Ensure best use of resources, people, data and technology

Our population is ageing and as a result more and more people are developing long terms conditions with a growing need for adult social care. Our commissioning objectives are to improve the quality of social care in Staffordshire, ensure timely access to care when required, and ensure affordability of care.

Based on the engagement feedback of what is important to older people, and our Strategic Objectives, we will aim to achieve the following priorities and outcomes through this Strategy.

## **Priority 1: Prevention**

**Outcome: to support older people who don't require adult social care to live independently at home.**

**Key performance indicator: access to resources that promote independent living and support**

**Objective a) people will have the right information and advice to be able to maintain a healthy lifestyle and remain independent for longer**

### **Activities**

- Providing and promoting information, advice and guidance and tools to help residents of all ages adopt healthier lifestyles.
- Providing specialist support for populations who need it most, making sure access is equitable.
- Working with partners across the system to prevent ill health throughout people's lives, using a system-wide approach to prevention, alongside action

to improve the determinants of health in our communities and a focus on reducing health inequalities.

- Embedding brief advice into healthcare and other pathways and ensure every contact counts.
- Raising awareness of measures that everyone can take to improve and maintain their mental well-being, including promotion of the Five Ways to Wellbeing (and other approaches with strong evidence).
- Aligning action to promote healthy lifestyles across the whole system to achieve a greater impact.
- Promoting physical activity, linking to Better Health Staffordshire whole system approach.
- Ensuring people understand where to go for support with mental health problems and can self-refer to services to get help at the earliest opportunity.
- Developing better advice and information for people with dementia and their families
- Helping people prepare for end of life including with advice about how to manage their affairs if they are no longer able to do so, and guidance to be able to plan for their future care needs.
- Ensuring people are able to feel safe in their homes and access trustworthy tradespeople to help with maintaining their homes (through our Trading Standards Teams work)

### **Objective b) older people are able to stay connected to friends and the local community**

#### **Activities**

- A stronger focus on encouraging and supporting communities to support each other and themselves.
- Launching our new #DoingOurBit website which encourages all residents to get involved and will show people volunteering opportunities.
- Developing Community Help Points across Staffordshire, with the aim of helping people to feel more connected to their communities.
- Improving access to online resources which provide information on local groups & activities available in their local area, including the Staffordshire County Council website & Staffordshire Connects.
- Piloting a Volunteer Buddy scheme in a handful of districts across the county, aimed at helping people to have the skills, knowledge and confidence to access their local community.
- Reducing loneliness and isolation through more social interaction and community-led initiatives.
- Ensuring that public transport meets the needs of the aging population through the work our Transport Team do.

### **Objective c) people have the skills and technology to be able to make use of digital information and advice, and can access information in traditional ways if they choose to**

#### **Activities**



- Ensuring our online information, advice and guidance are inclusive and accessible. The Council's Strategy is digital first, but we recognise that some people may need to information in another format.
- Developing and promoting various online resources which provide information on how to live well at home, including the Staffordshire County Council website & Staffordshire Connects.
- Providing free computer guides on how to use technology, and access to computers and volunteer IT buddies at your local library.
- Providing Supportive Communities Training, available to a variety of staff across adult social care, health and the community & voluntary sector, which includes the development of digital skills as well as a wide range of other topics. These staff can then share the information they have learnt with the older people they have contact with.
- Establishing Community Help Points as trusted places within communities that can help individuals to access information about local services or activities and feel more confident in using the internet.

## **Priority 2: Quality care**

**Outcome: to ensure that when older people need adult social care support, that there are good quality services available**

**Key performance indicator: proportion of care services rated as "Outstanding or Good" by the Care Quality Commission compared to national and regional averages.**

### **Objective a) improve the quality of care in Staffordshire**

#### **Activities**

- Ensuring the quality and staff capacity within the care sector through the implementation of our Workforce Strategy
- Maintaining and enhancing our focus on quality assurance and quality improvement. The Council has developed a Quality Assurance Framework and our care home contracts will continue to align with this enabling the Council to effectively manage the risks and quality improvement work with the market.
- Targeted quality assurance and quality improvement actions, including from:
  - The Provider Improvement Response Team (joint between the Council and the ICBs) includes nurses and other staff who work with care homes who require more intensive support to help them improve.
  - The Council's Quality Assurance Team which monitors and supports contracted adult social care services.
  - The Care Market Development Team, which assists providers with staff recruitment, training and retention.
  - We will continue working with MPFT to enable access to the wide range of clinical capability within MPFT.

- Where services are repeatedly identified by CQC as requiring improvement, and unable to demonstrate sustained improvement despite advice and assistance, the Council will consider whether it can continue to make new placements and also consider supporting a move of residents, where this is in their interests on a balance of risks.

### **Priority 3: Living Independently**

**Outcome: to support older people who require adult social care to continue living at home for as long as possible.**

**Key performance indicators: access to services that provide support at home; number of older people admitted to residential and nursing homes.**

**Objective a) Older people and their carers are able to access support when they need it**

#### **Activities**

- Block booking additional respite beds in care home across the County to ensure that when carers need a break, that there is good quality respite care available to meet their needs, and that this is available to book in advance so that carers can make plans.
- Commissioning home care providers to deliver care in people's homes.
- Commissioning Night Sitting services in people's homes.
- Commissioning day care providers where older people can attend a building based day centre and access activities in the community.
- Developing a dementia navigation offer to enable people with dementia and their families to understand the dementia pathway, explore options and prepare for the future. This would include offering information and practical guidance to help people understand dementia, cope with day-to-day challenges and prepare for the future. The service would offer information to people who are worried about their memory and ongoing support to people affected by dementia face to face or over the phone.
- Refreshing our Carers strategy for how we support carers to live a healthy and independent life and keep caring as long as they choose to. The current strategy already includes:
  - Working in partnership with carers, health and social care providers, communities and employers with the aspiration to develop a carer friendly society, which values and supports carers to fulfil their caring role and maintain their health and wellbeing.
  - A Carers Partnership Board that involves carers and organisations which support carers and aims to develop a carer friendly society where carers are clearly valued, supported and cared for, and supports delivery of the carers strategy.

## **Objective b) people know how to access social care services when they need them.**

### **Activities**

- Providing good quality information, advice and guidance to ensure everyone accessing care and support for themselves or for someone else, can have the right information at the right time to make informed decisions and choices about the care and support required.
- Promoting better information for self funders when considering what their future care needs may be, enabling informed decisions to be made about the appropriate time to consider care and how to find the most suitable choice for an individual when considering funding their own care.
- Promoting the '[Your social care journey explained](#)' page on Staffordshire.gov.uk which will enable people to explore ways to find help and support with daily living, including how to contact Staffordshire Cares Contact Centre where they are unable to find the right support themselves.
- Leaflets will be available in high traffic public places to provide information about how to access help and with daily living.

## **Objective c) approaches to care recognise peoples' strengths and skills**

### **Activities**

- Embedding a strengths-based approach to all social care assessments to make the most of people's own assets.
- Regularly reviewing peoples care needs and continued work with providers to ensure that individual strengths and abilities are fully recognised in the care review process.
- Offering reablement for people leaving hospital through our Homefirst service, with as many people as possible regaining their skills and becoming independent.
- Offering step up reablement to people who are in the community and perhaps already receive a home care package but may benefit from a brief period of reablement to help increase their independence.
- Promoting an enablement approach across our contracted Home Care and Extra Care services.
- Piloting an outcome-based home care approach, which aims to move away from "time and task" oriented approaches, to deliver meaningful outcomes to people building on their own strengths and capabilities.

## **Objective d) promote innovation and the use of technology to support people with care needs**

### **Activities**

- Maximising opportunities for innovation and more efficient models of care as people become more used to technology. We need to ensure people feel comfortable with this change and have the right skills.
- Using technology to complement the face-to-face care people receive, provide greater opportunities to monitor risks, deterioration in needs and access to care and support. We will ensure technology is considered as part

of an individual's care needs both at home and when receiving social care funded services.

- Actively promoting the use of readily available technology and how this can enable people to live independently for longer.
- Promoting and embedding better use of technology to support people, social work teams and providers as people transition from home or hospital to a social care placement.
- Investing in a range of Assistive Technology's to support people with dementia and their families.
- Recognising that technology isn't a preference for all residents, and ensure that other options are available to support too to ensure no one is excluded.

## **Priority 4: Care homes**

**Outcome: to ensure that when older people need adult social care support but can no longer stay at home, that the right support is available**

**Key Performance indicators: access to care homes; affordability of care home placements.**

**Objective a) Enabling choice and control for people who have care needs**

### **Activities**

- Working with providers to try to ensure current provision is flexible and able to meet the changing needs of people.
- Where there is not sufficient provision, the Council will explore establishing our own services, or with Strategic partners where appropriate, subject to individual business cases. The Council have already established our own care homes in areas where there wasn't sufficient capacity to meet demand and are currently exploring the development of nursing homes in specific areas of need.
- Increasing the amount of block booked beds within care homes across the County. This means that there should be an increased choice for people at a price the Council is prepared to pay, subject to vacancies at any given time.
- Ensuring timely access to care home placements when required.
- Reducing the differential in price across similar care services.

**Objective b) Older people are able to continue to stay connected to friends and the local community, and participate in activities within care homes and the wider community**

### **Activities**

- Co-producing with our residents, care providers and other key partners to ensure that our contracted services offer the facilities and activities that residents want and need.

- Regular provider engagement and forums with our contracted providers to make them aware of our engagement feedback and what people want in their services.
- Provision with our contracts with providers that their services have good facilities and that people are supported to participate in activities within the building and the wider community.



# Community Impact Assessment

## Older People Commissioning Strategy 2024-2029

Author: Lauren Richardson

Date: October 2023

## ➤ Equality Assessment

Protected Characteristics	Benefits	Risks	Mitigations / Recommendations
<b>Cross Cutting</b> – impacts that affect all or multiple characteristics	<p>The strategy aims to support the older population in a positive way which will benefit those with protective characteristics. This includes access to services and support for the older population that require it and support to remain living at home for as long as possible. Delivery of the strategy will support individuals to remain living independently and promoting wellbeing and to make informed choices about the care and support they receive.</p> <p>The strategy is intended to improve outcomes for older people in Staffordshire and this will include transgender people.</p> <p>It recognises the need to identify groups of people from within the wider population who may have more difficulties accessing support to ensure that</p>	<p>Access to existing services for those with disabilities may not always be equitable.</p> <p>If support and services are not sensitive to the issues relating to gender reassignment, they may limit accessibility for some people to access information advice and guidance to promote good health and independence, and timely access to care when required.</p> <p>There is a risk that this may negatively impact their overall health and wellbeing, leading to a greater need for care and support but also prevent them from remaining independent</p>	<p>A range of engagement activities have taken place in the development of the strategy. The Strategy seeks to improve the outcomes for Older People, which includes those with protected characteristics.</p> <p>Clear actions within the delivery plan to ensure that all information, advice and guidance and access to support information is made available in all formats required for those that need it.</p> <p>Engagement with people with lived experience, including questions within this engagement that asked “what groups have been missed and how can we access them?”, relevant groups such as community voluntary sector organisations and adults from all gender family backgrounds to be included in the development of the related action plan.</p> <p>The County Council’s statutory duties under the Care Act to meet people’s eligible social care needs apply.</p>



Protected Characteristics	Benefits	Risks	Mitigations / Recommendations
	<p>access to support and services are equitable.</p> <p>The Strategy will address the need to identify groups of people from within the wider population who may have more difficulties accessing support to ensure that access to support and services are equitable and reflective of individual needs, including at greater risk due to their race, cultural backgrounds or religion/beliefs.</p>	<p>in their own homes for longer.</p> <p>By not recognising specific cultural needs in redesigning services and pathways to support the older population that need access to services, the model of provision could potentially isolate groups further.</p> <p>People from ethnic minorities are more at risk of wider health inequalities that will impact on being able to access the right services at the right time and remain living independently.</p> <p>If preferences for IAG, communication and support mechanisms vary between males and females, and this is not considered there may be</p>	<p>Engagement with any relevant groups that work with, represent and/or support males or females in the development of pathways, services, digital solutions, and proposals.</p>

Protected Characteristics	Benefits	Risks	Mitigations / Recommendations
		limited engagement with some people.	
<b>Age</b> - older and younger people	This strategy focuses on the growing ageing population, therefore in addition to the benefits identified within the first row there are additional multiple outcomes across the strategy which will directly benefit the older population. This includes all actions relating to the improvement of quality of services, access to services when required, innovation and links to the community.	See first row for identified risks.	See first row for identified mitigations/recommendations.
<b>Disability</b> - people who are living with different conditions and disabilities, such as: mental illness, long term conditions, Autism and other neurodiverse conditions, learning disabilities, sensory impairment and physical disabilities.	See first row for identified benefits.	See first row for identified risks.	See first row for identified mitigations/recommendations
<b>Gender reassignment</b> - those people in the process of transitioning from one sex to another	See first row for identified benefits.	See first row for identified risks.	See first row for identified mitigations/recommendations

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	No specific benefits for marriage and civil partnerships in work have been identified.	No specific risks for marriage and civil partnerships in work have been identified.	No specific mitigations for marriage and civil partnerships in work have been identified.
<b>Pregnancy &amp; Maternity</b> - women who are pregnant or who have recently had a baby, including breast feeding mothers	No specific benefits for pregnancy and maternity have been identified.	No specific risks for pregnancy and maternity have been identified.	No specific mitigations for pregnancy and maternity have been identified.
<b>Race</b> - people defined by their race, colour, and nationality (including citizenship) ethnic or national origins	See first row for identified benefits.	See first row for identified risks.	See first row for identified mitigations.
<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	See first row for identified benefits.	See first row for identified risks.	See first row for identified mitigations.
<b>Sex</b> - men or women	See first row for identified benefits.	See first row for identified risks.	See first row for identified mitigations.
<b>Sexual orientation</b> - whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes	See first row for identified benefits.	See first row for identified risks.	See first row for identified mitigations.

Protected Characteristics	Benefits	Risks	Mitigations / Recommendations

### ➤ Workforce Assessment

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

### ➤ Health and Care Assessment

Key considerations	Benefits	Risks	Mitigations / Recommendations
All actions and outcomes within the Older People's commissioning Strategy relate to the health and wellbeing of the older population of Staffordshire. Considerations have been given to mental health and wellbeing, living independent, access to social care services and healthy lifestyles.	The primary ambitions of the Older People's commissioning strategy through its four priorities is for:	The strategy may not have identified the right priorities to improve the health and wellbeing of the older population.	A range of engagement activities have taken place in the development of the strategy to develop the content and outcomes.  Further engagement with people with lived experience and stakeholders in

Key considerations	Benefits	Risks	Mitigations / Recommendations
	<ul style="list-style-type: none"> <li>- people to have the right information and advice to be able to maintain a healthy lifestyle and remain independent for longer</li> <li>- ensure that when people need adult social care support, that there are good quality services available</li> <li>- to support people who require adult social care to continue living at home for as long as possible</li> <li>-to ensure that when people need adult social care support but can no longer stay at home, that</li> </ul>	<p>The strategy extends over a five year period and there is a risk that commitment to deliver the outcomes may decline over time.</p> <p>People do not know where to go for support to remain living at home for longer increasing their need for support.</p> <p>Failure to achieve outcomes relating to good quality care could mean risk to individuals in receipt of services.</p>	<p>the development and delivery of the action plan to ensure this is co-produced.</p> <p>An action plan to be developed to identify the necessary actions to deliver the outcomes and track progress over the period of the strategy.</p> <p>Communication activity to support the implementation and delivery of the strategy.</p> <p>We will ensure information, advice, and guidance about how to remain living at home for longer should they not require formal services, or how to access support is widely available in multiple formats to ensure it is accessible to all.</p> <p>Ensuring care is personalised to people's individual needs, and relevant professionals work in partnership with people to provide choices about their care and treatment, and to reach shared decisions.</p>

Key considerations	Benefits	Risks	Mitigations / Recommendations
	<p>the right support is available</p> <p>In order to achieve those priorities, outcomes relating to independent living, safeguarding, quality of care, mental health and access to social care services have been developed. Good quality care will ensure the safety of individuals in receipt of services and that they are protected.</p>		<p>Maintaining and enhancing our focus on quality assurance and quality improvement through delivery of the Quality Assurance Framework.</p>

Key consideration	Benefits	Risks	Mitigations / Recommendations
<p>Community Development/ Capacity</p> <p>Will the proposal affect opportunities to work with communities and strengthen or reduce community capacity?</p>	<p>The strategy includes the approach of using community based services to support individuals in living independently at home for longer. Promoting community capacity will support in helping the older population to remain in their own homes for as long as they wish to whilst accessing support where needed.</p>	<p>Failure to identify needs for specific localities or groups of people within communities that may not be accessing the support they need, leading to less effective community capacity.</p> <p>Failure to engage with a sufficiently diverse range of people within communities may limit the success of the strategies aims.</p> <p>Failure to support the older population to maintain links to the community could adversely affect wellbeing and ability to remain living independently</p>	<p>Further engagement with groups of people less well represented in the engagement work undertaken in the development of the strategy.</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 as well as existing community based services such as Extra Care, Day Care Providers and care in the home providers.</p>
<p>Crime/ Community Safety</p> <p>Will the proposal support a joint approach to responding to crime and addressing the causes of crime?</p>	<p>No specific benefits identified</p>	<p>No risks identified</p>	<p>None</p>

<p>Educational Attainment and Training.</p> <p>Will the proposal support school improvement and help to provide access to a good education?</p> <p>Will the proposal support the improved supply of skills to employers and the employability of residents?</p> <p>The Strategy considers that in the pursuit of ensuring good quality care for the residents of the county that providers of care and support services may require support in the training and retention of staff.</p>	<p>The strategy recognises the existence of the Care Market Development Team that assists providers with staff recruitment, training and retention of staff.</p>	<p>Failure to provide suitable training to care providers may negatively impact the quality of services.</p>	<p>Opportunities to support Care Market Development Team in delivering its services to the care and support market.</p> <p>Continued links to the Workforce Strategy actions within the action/delivery plan of this strategy</p>
<p>Leisure and Culture</p> <p>Will the proposal encourage people to participate in social and leisure activities that they enjoy</p>	<p>The strategy does not have specific outcomes relating to leisure and culture but it recognises the importance in social and leisure activities in the support of maintaining independence and wellbeing of the older population.</p>	<p>Failure to provide easily accessible information about the benefits and availability of social and leisure activities to encourage people to participate in them.</p>	<p>Ensuring online information is accessible to individuals in formats suitable to their needs</p> <p>Establishing Community Help Points as trusted places within communities that can help individuals to access information about local services or activities.</p>



<p>Volunteering</p> <p>Will the proposal impact on opportunities for volunteering?</p> <p>The strategy has identified an objective around skills and technology and has considered the needs for further training within the health and community and voluntary sector to develop digital skills and other topics so information can be shared with the older people they have contact with.</p>	<p>The strategy includes the objective that people have the skills and technology to be able to make use of digital information in traditional ways if they choose to.</p> <p>It recognises that staff within the voluntary sector may not always have the skills in order to support this outcome there identifies the need to provide Supportive Communities Training to those staff, further developing skills and experience.</p>	<p>Failure to ensure that volunteering staff are appropriately trained to support the older population in developing skills and access to technology could result in the older population not having access to information when they need it.</p>	<p>Continue to develop the action plan with actions around delivery of Supportive Communities Training to the voluntary sector.</p>
<p>Best Start</p> <p>Will the proposal impact on parental support (pre or postnatally), which helps to ensure that children are school ready and have high aspirations, utilising a positive parenting approach?</p>	<p>No specific benefits identified.</p>	<p>No risks identified</p>	<p>None</p>

<p>Rural Communities</p> <p>Will the proposal specifically impact on rural communities?</p>	<p>Not specifically, but it does include an activity to ensure that public transport meets the needs of the aging population through the work our Transport Team do, to ensure links to activities, community and families in order to maintain independence.</p>	<p>Access to services/communities/family links may not be sufficient without appropriate means of public transport for the ageing population, increasing the risk of peoples needs becoming more complex and negative impacts on the ageing populations wellbeing.</p>	<p>Further engagement with people with lived experience and stakeholders in the development of the related action plan will take in to account the needs and experiences of people across Staffordshire.</p> <p>Links to Transport Teams highlighted as activity within the delivery plan of the strategy.</p>
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## Economic Assessment

Key consideration	Benefits	Risks	Mitigations / Recommendations
<p>Economic Growth</p> <p>Considerations have been made within the strategy of the importance to link any actions within the delivery plan to the overall Strategic objectives for Health and Care specifically for the need to maintain a market within the county for care and support that offers services at an affordable price.</p>	<p>The strategy includes links to the overall Health and Care Strategic Objectives around maintaining a care and support market in the county, therefore all outcomes within the strategy have been developed with this in</p>	<p>Failure to maximise opportunities within the care sector for innovation may negatively impact individuals that require support but do not wish needs to be met in the traditional way, or those</p>	<p>Identified actions within the delivery/action plan around maximising for innovation and use of technology within care and support and bringing new technologies into the County.</p> <p>Links to the Market Sustainability Plan to identify where there may be needs for expansion or start up of new</p>

Will the proposal promote the county as a “go to” location for business, and make it easy for businesses to start up, innovate and expand?	mind which should support providers in innovation and expansion with specific outcomes relating to the innovation of technology in its use within care and support.	that needs cannot be met by traditional means. Use of innovation can be linked to supporting individuals to maintain independence and failure to do so could result in individuals needing access to funded services earlier than necessary.	businesses within the care and support sector.
<p>Workplace Health and Environments</p> <p>The strategy identifies the need for the workforce within the care sector to provide good quality staff and staff capacity to ensure good quality services are delivered to those that require support. Considerations have been made for requirements to link with the implementation to the Workforce Strategy in order to deliver this outcome and the potential implications that having a reduced workforce can have on the health of the existing staff.</p>	Good quality staff and suitable staff capacity across the workforce in the care sector will ensure the delivery of good quality of services to those that require support as and when they are identified as needing it.	Failure to support providers in providing good quality staff and suitable staff capacity across the workforce could result in poor quality services or leaving individuals at risk of not receiving support when required.	Ensuring there are suitable links within the action/delivery plan with the implementation of the Workforce Strategy.

		Failure to consider the implications of not having the most suitable level of staffing capacity within the market could have negative impacts on the existing workforces' health.	
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## Climate Change Assessment

Key considerations	Benefits	Risks	Mitigations / Recommendations
Access to community transport and open spaces	<p>The strategy identifies the need to access public transport as being important to the residents in Staffordshire to help maintain independence.</p> <p>Maintaining links with communities and families and friends and being able to travel to undertake activities in the</p>	No access suitable public transport and failure to consider alternatives if required so that people who need support to access the community are not provided with equal opportunity to access them.	As part of the engagement to support the development of the action plan, identify and strengthen links with relevant stakeholders, namely Transport teams and community groups to promote access to public transport and develop appropriate transport links where required.

Key considerations	Benefits	Risks	Mitigations / Recommendations
	<p>community has been identified as an outcome in supporting reducing loneliness in the older population.</p> <p>Access to suitable public transport where needed will support in achieving this outcome.</p>		Ensuring information around public transport is shared in accessible formats.
<p>High quality housing</p> <p>Some areas within the County currently are experiencing insufficient capacity to meet the demand of those with Nursing need requirements. As such the Council is exploring opportunities for the developing of nursing homes to provide accommodation based services in specific areas of need. Consideration to the impacts on climate change have been considered as part of this exploration and any developments that may be required.</p>	The exploration of nursing capacity within specific areas of need will provide access to accommodation based nursing services for individuals that require it when they need it.	No specific risks identified.	No specific recommendations/mitigations identified.
Healthier workplaces	The strategy includes an outcome to ensure the	Failure to support providers in developing	Linking outcomes and actions within the action/delivery plan to the work

Key considerations	Benefits	Risks	Mitigations / Recommendations
	quality of staff and staff capacity throughout the care sector to ensure individuals receive good quality care should they require support.	good quality staff could result in users receiving poor quality services within adult social care.	being undertaken within the Workforce Strategy to ensure outcomes can be met.

➤ **Environment Assessment**

Key considerations	Benefits	Risks	Mitigations / Recommendations
<p>Built Environment/ Land Use</p> <p>See row within Climate Change considerations relating to Nursing capacity within specified areas of need.</p>	<p>The strategy identifies the exploration of nursing capacity in specific areas of need which will provide access to services in those areas where required.</p>	<p>Failure to provide good quality nursing services within specified areas of need could lead to people with nursing requirements living in unsuitable care settings for longer where there is a higher risk of receiving poor quality or unsafe care.</p>	<p>Where there is not sufficient provision, the Council will explore establishing our own services, or with Strategic partners where appropriate, subject to individual business cases.</p> <p>Ensure links with Additional Nursing Capacity commissioning and Housing with Care Strategy.</p>
<p>Rural Environment organisations.</p> <p>No specific considerations made.</p>	<p>No specific benefits identified</p>	<p>No specific risk identified</p>	<p>None</p>
<p>Air, Water and Land Quality Will the proposal affect air quality (e.g., vehicle, industrial or domestic emissions), drinking water quality or land quality (e.g., contamination)?</p>	n/a		
<p>Waste and Recycling Will the proposal affect waste (e.g., disposal) and recycling?</p>	n/a		

Transport Will the proposal affect the ability of people/ communities/ business to travel? Will the proposal impact on walking/ cycling opportunities?	Not specifically in most aspects of the strategy but it does include an activity to ensure that public transport meets the needs of the ageing population.	None identified	None
Noise Will the proposal cause disruptive noise	n/a		



## **Cabinet Meeting on Wednesday 13 December 2023**

### **Medium Term Financial Strategy 2024 – 2029**



**Cllr Alan White, Leader of the Council said,**

“Next year we will spend millions of pounds in Staffordshire: backing communities, supporting residents, delivering infrastructure and investing in business.

“At a time when two-thirds of our budget is allocated to the provision of care and helping those who need a hand, I am proud that this council is also able to simultaneously sow the seeds for the future so that Staffordshire remains a great place to live, work and

raise a family.”



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

“Despite rising costs and increasing demand for services putting all councils under financial pressure, a combination of forward-thinking, planned service reform and attention to detail means we continue to invest in services while delivering a balanced budget.

“Like everyone, we have to make ends meet and we will work with partners to make the most of every pound we spend on behalf of our communities.”

## **Report Summary:**

We are today updating the Medium Term Financial Strategy for 2024/29. This aims to balance the ambition of this council as set out in the Strategic Plan with the clear commitment contained in the pledge to deliver value for money for residents and business and live within our means. We need to strike the right balance between ensuring we honour this pledge and ensure we continue to invest in our longer term aims of this council.

## **Recommendations**

We recommend that in respect of the Medium Term Financial Strategy 2024-29, Cabinet:

- a. Consider the updates to the financial plans as set out in this report, including the potential use of reserves to balance the MTFS period and risks associated with that;
- b. Endorse new savings as well as the commitment to continue to deliver the previously approved cost reductions as set out in **Appendices 2a – 2e**;
- c. Receive a further report in January to recommend a Revenue Budget, MTFS and Council Tax to full council in February; and
- d. Ask the Corporate Review Committee to scrutinise the proposed pressures and cost reduction options against the principles of a good and balanced budget.

Local Members Interest
N/A

## **Cabinet – Wednesday 13 December 2023**

### **Medium Term Financial Strategy 2024 - 2029**

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

We recommend that Cabinet:

- a. Consider the updates to the financial plans as set out in this report, including the potential use of reserves to balance the MTFS period and risks associated with that;
- b. Endorse new savings as well as the commitment to continue to deliver the previously approved cost reductions as set out in **Appendices 2a – 2e**;
- c. Receive a further report in January to recommend a Revenue Budget, MTFS and Council Tax to full council in February; and
- d. Ask the Corporate Review Committee to scrutinise the proposed pressures and cost reduction options against the principles of a good and balanced budget.

#### **Report of the Director of Finance**

##### **Financial Planning – Underlying Principles**

1. In February 2023 the Medium Term Financial Strategy for 2023-28 was approved. This included a balanced budget for 2023/24 and a small amount of headroom for 2024/25 with a balanced MTFS period, assuming using £7m of reserves to balance 2025/26.
2. The position in February was a reasonably positive one, despite the global economic picture of rising inflation and interest rates. Inflationary pressures were addressed in the 2023/24 budget with assumptions that rates would start to reduce during the financial year. There was again a one year Finance Settlement for local government, although some national totals for some funding streams in 2024/25 were announced. This provided partial certainty for some grants.
3. Since the budget for 2023/24 was approved in February, inflation has not reduced as quickly as it was hoped and remains higher than the

2% target. As a consequence, interest rates have risen higher than anticipated in February and are likely to stay at that level for longer than expected.

4. The Integrated Performance reports to Cabinet each quarter show a picture of relative financial stability during 2023/24, except for the areas of Children's Services and SEND Transport. Both areas are under pressures from increasing levels of demand and inflation. In addition the High Needs Block which is funded from Dedicated Schools Grant (DSG) is also overspending due to increased demand. This report seeks to address those pressures within the constraints of the overall level of resources available, underpinning the strategic plan to deliver effective services while living within our means.
5. Underpinning the planning framework is the council's aim of setting a Good and Balanced Budget.
6. Setting a **balanced** budget is a statutory requirement and means that:
  - Income equals expenditure;
  - Cost reduction targets and investment proposals are credible and achievable;
  - Key assumptions are "stress tested".
7. The hallmarks of a **good** budget represent best practice. They are designed to ensure financial sustainability and mean that:
  - It has a medium-term focus, supporting the Strategic Plan;
  - Resources are focused on our vision for Staffordshire and our priority outcomes;
  - It is not driven by short term fixes;
  - It demonstrates how the county council has listened to consultation with local people, staff and our partners;
  - It is transparent and well scrutinised;
  - It is integrated with the capital programme; and
  - It maintains financial stability.
8. We are continuing to transform and remodel how we work by making more use of technology and data in this digital age, this is ongoing with further advances in technology generating more possibilities. With less funding, we are looking at communities to take on even more responsibility and supporting people to make the best choices for themselves and their families so that fewer people need our help.

9. The financial plans set out the financial implications of the council's Strategic and Delivery Plans. The development and refinement of the Strategic Plan is undertaken in conjunction with the financial planning process to ensure that budgets reflect the council's aims and objectives.
10. The planning period is five years, which provides a framework that promotes longer term planning, this has proved difficult recently with single year settlements announced by the government.
11. Identifying efficiency through innovation and new ways of working has featured heavily in previous years' financial strategies and, in the light of the current economic climate will continue to be a fundamental part of the council's plans going forward. The council has a proven track record of delivering cost reductions with £127m being identified and delivered in the past seven years (up to and including 2022/23).
12. The council still has significant challenges ahead and the way residents' needs are met must continue to evolve. The delivery of challenging cost reduction targets and the management of current and future pressures is crucial to the delivery of the financial plans and the aspirations set out in the Strategic Plan.
13. In February the MTFS included a budget for 2024/25 with a small amount of headroom but new and emerging pressures may have eroded that and it is now necessary to update the financial plans for the changes and developments since February. The key elements of the plans discussed in the report are:
  - a. The current economic climate
  - b. Autumn Statement 2023
  - c. Provisional Settlement
  - d. Projected pressures and cost reduction options
  - e. Risks
  - f. Council Tax and Business Rates
  - g. Reserves and Balances
  - h. Summary of the Medium Term Financial Strategy Position
  - i. Corporate Overview and Scrutiny Committee Role
  - j. Consultation
  - k. Conclusions

### **Current Economic Climate**

14. In February when the MTFS was approved, inflation was 10.4% and since then has reduced to 4.6% in October, however this is still

higher than the target rate of 2% and still has an impact on prices across the County Council.

15. The Bank of England has responded to the inflation crisis by increasing the base rate over the last twelve months. In February 2023, the base rate was 4.0% and the latest increase in August 2023 took the rate to 5.25%. It is expected that the rate will remain at current levels for some time before slowly reducing. For the County Council, higher interest rates mean larger returns on investments, while interest on external debt remains fixed.

### **Autumn Statement 2023**

16. The Autumn Statement was announced on 22<sup>nd</sup> November by the Chancellor. The Office for Budgetary Responsibility (OBR) published its economic forecasts alongside the Autumn Statement. The forecast for inflation is that it will reduce to 2.8% by the end of 2024 and will average 1.8% over 2025. This is in line with the current assumptions in the MTFS on inflation. The economic forecast is for the economy to grow by 0.6% in 2023 and 0.7% in 2024 before increasing further.
17. The Autumn Statement did not include any specific announcements for local government, there was confirmation that benefits will rise in line with September's CPI rate of 6.7% which may imply that RSG will also increase by this percentage. The small business multiplier will continue to be frozen and the relief for retail, hospitality and leisure businesses will also continue in 2024/25. These measures are helpful for businesses and are fully funded for local government.
18. The main headlines from the Statement relate to pay, there will be a reduction in National Insurance rates down to 10% from 12%, which will come into effect from January 2024. This has no impact on the County Council as it affects the employees' rate only. The National Living Wage will increase to £11.44 from April and this will have a potential impact on contractual obligations, particularly those with providers of social care and transport. If additional funding is required to meet these obligations next year then it may be necessary to consider pricing in future years with reserves used to smooth out the impact over the MTFS

### **Provisional Settlement**

19. The Provisional Local Government Finance Settlement is expected to be announced in mid or late December, by Secretary of



State, Michael Gove. This will be after this report has been published. It is assumed that the Settlement will honour those national totals published last year for certain funding streams relating to social care.

## **Projected Pressures and Cost Reduction Options**

20. Services have made efforts to mitigate their own spending pressures in order to maintain a balanced budget. The impact on our communities has been carefully considered and is shown at **Appendix 1**. The current list of pressures, investments and savings options are attached as **Appendices 2a-2e** and the key impacts are discussed in the paragraphs that follow.
21. Inflation is mentioned above as having an impact on the County Council, this affects all services but is particularly being felt by Children's Services in relation to placement costs and also within SEND Transport due to the use of fuel. However, current forecasts show that inflation will continue to reduce as we head towards 2024/25 and will be back to around 2% by April. For this reason, the standard inflation assumption in the MTFS has been brought back to 2%. Any contractual increases over and above that level are honoured. In addition to rising prices, there is also inflationary pressure on pay with an assumption that there will be an increase around 3% in 2024/25. The total amount of inflation is £22.3m additional pressure in 2024/25 and whilst some of this can be funded from the inflation reserve, the use of reserves over a longer term period is not sustainable.
22. Health and Care is facing cost pressures from an ageing population and also increasing inflation in prices, in large part as a result of uplifts in the National Living Wage. Issues with recruitment and retention among providers mean that it is difficult to allocate care packages, in particular to those vulnerable adults being discharged from hospital. The allocations of non-recurrent funding do not allow for longer term financial planning, either by the County Council or by providers.
23. The pressures in this area have been funded by the forecast additional Social Care grant and the increase in the Adult Social Care precept. However, there remains a risk that this additional grant does not materialise and that in future years, the additional grant will not be enough to fund all the emerging pressures.
24. Actions are ongoing to manage demand including to expand and make better use of voluntary support in the community, to quality assure new assessments and regularly review people already

receiving care to ensure appropriate interpretation of Care Act eligibility criteria.

25. Actions are also ongoing to manage prices including to manage choice of services in line with our powers under the Care Act, to make use of new technologies to generate efficiencies, as well as to block book nursing home beds and develop new nursing home capacity.
26. The Children and Families Directorate's current plans continue to be dominated by the transformation of the Children's system specifically; against a backdrop of increasing demands on Children's Services with increasing numbers of children in our care and an increasing number of EHCPs where transport needs to be provided.
27. The children's social care system has been transformed and now enables a whole system approach, bringing together children's social care, SEND and Inclusion, the Place Based Approach and commissioning. It is essential for the delivery of revised practices / cultures that underpin the necessary MTFS savings and stabilisation of SEND. However, the number of children needing our help is increasing beyond the levels which are assumed in the MTFS.
28. Increasing numbers of EHCPs are placing further pressures on SEND services including Home to School Transport. This service area is also under pressure from fuel price increases and the refreshed MTFS now includes the ongoing impact of those pressures.
29. The High Needs Block (HNB) is forecast to overspend by £20m. This reflects the continuing growing demand for SEND Support which is impacting across all areas but especially the Independent Sector with numbers now double what they were four years ago, and given the more expensive placement cost, this is by some way the largest budget pressure in the HNB. There is increasing complexity of need and costs impacting all areas.
30. Accordingly, this overspend will be charged against the DSG reserve which, at the end of 2022/23 was already £14.2m in deficit. Given the current forecast overspend this will likely be over £30m in deficit at the end of the current year. The Council's deficit management plan, that is consistent with the wider objectives outlined in the SEND Strategy, outlines the targeted interventions that will seek to mitigate the exiting shortfall. This will take time and at this stage, does not appear to have had any significant impact on what is a worsening position. The current forecast of the deficit, without any mitigations shows that almost £300m could be reached by the end of the MTFS period.



31. The Social Care grant has been fully utilised in funding the pressures in both Adults' social care and Children's Services, as described above. The pressures in both service areas are considerably more than the amount of the grant.
32. Outside the issue of social care, there are pressures in other service portfolios with the main one being around rural services and tree management. Additional pressures have been recognised to improve the management of council-owned trees, along with pressures relating to removal of charges for non-household waste.
33. Support services are generally living within their means and are identifying savings where possible to mitigate any emerging pressures.
34. The total pressures and cost reductions, including the increasing pressures and savings from previous years, are shown in the table below. A summary by Directorate is attached at **Appendix 3**.

	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Pressures	37.509	50.014	54.134	62.425	75.347
Inflation	22.276	38.767	50.931	62.506	74.094
Savings	(4.292)	(3.580)	(3.480)	(5.780)	(7.980)
Investments	(0.015)	(0.015)	(0.015)	(0.015)	(0.015)
<b>Net Movement</b>	<b>55.478</b>	<b>85.186</b>	<b>101.570</b>	<b>119.136</b>	<b>141.446</b>

## Risks

35. There are a range of significant risks which need to be carefully monitored and managed. In some cases, the risks may not materialise or may be managed to mitigate their impact on the budget.
36. There is a huge level of uncertainty in the MTFS due to a number of factors. The global economic pressures are continuing to impact on the UK as a whole and will do so well into 2023/24, according to forecasts. The County Council also feels the inflationary pressures and increased demand in particular service areas.
37. Having a one-year Settlement announced each does not aid longer term financial planning and does not allow the County Council to do as much as it could to stabilise the care market. There is also an increased risk of funding reductions in the next Spending Review

period, particularly in relation to the social care grants which are currently received.

38. There have been a number of reviews of funding discussed over the past few years, either relating specifically to council tax or business rates or a more general Fair Funding Review. Currently nothing firm has been outlined and these proposals remain uninitiated.
39. The biggest risks are in social care, both Adults' and Children's. This includes our ability to continue to control demand as the population continues to age, and the success of ongoing actions to control prices. These also need to be seen against a backdrop of ongoing pressures in the local NHS, which tend to drive up both demand for and the price of care. The increase in the National Living Wage will potentially increase costs in this area and there is a risk that price in future years will be impacted or more funding from reserves will be required as a result.
40. The recent announcement of a delay to the introduction of the social care reforms means a delay to those costs being incurred, however it is not yet known exactly which measures will still have to be implemented and therefore how much the County Council will need to pay.
41. Risks are inherent in the whole system around Children's and Families including risks around capacity in the courts to facilitate children leaving care and the risk of numbers of children needing our care continuing to rise. Currently the number of children in our care is increasing and there are more children with complex needs who also require more costly placements as a result. There is also risk around any potential response to national issues surrounding care arrangements.
42. The risk of increasing numbers of children requiring an Education and Health Care Plan (EHCP) is significant and these plans are driving costs in SEND Transport in particular. Increasing numbers of EHCPs also increase the overspend on the High Needs Block, further increasing the Dedicated Schools' Grant (DSG) deficit.
43. In relation to the council's capacity to deliver, there is an increasing risk that restructures are not embedded in services. The reduction in resources, particularly corporate support resources, would also impact on the capacity to support and deliver key strategic aims. The requirement to deliver a new social care system will need

a huge amount of resources, diverting staff away from transformation projects which may have savings attached and assumed in the MTFS.

44. Loss of specific grants and hence income to the authority is a risk. There is a prevalence of bidding processes for funds which takes capacity from other service provision and is also very reactive. A better approach is to allocate funding directly to authorities for them to decide how best to spend it in their local areas.
45. There is an increased risk of spending exceeding budgets and/or income falling short of budgets. The council has a proven track record of delivering significant cost reductions. However, the fact that further reserves will be needed to balance the budgets beyond 2028/29 mean that additional savings need to be identified. There is a heightened risk associated with current plans not being delivered and outcomes not achieved. In previous years and for a variety of reasons, some transformation programmes have not fully achieved the targets set and therefore appropriate contingency arrangements need to be in place. The risk of a major cyber security breach could have significant financial implications, which would involve use of reserves and there could also be significant resourcing implications which could impact on service delivery including transformation.
46. Delivery Plans now need to be revised in the light of the financial situation facing the council. The governance arrangements for this significant programme include regular reports to Informal Cabinet, Select Committees, Senior Leadership Team, Delivery Board, Service and Project Boards.
47. With regard to the risk of overspending against budget, thorough budget preparation and detailed monitoring during the year, coupled with personal financial accountability, minimises this risk. Furthermore, Finance Business Partners can identify any concerns at an early stage, advise management teams and recommend measures to mitigate the impact. Budget monitoring reports are regularly considered by management teams and by Select Committees, Portfolio Holders, SLT and Cabinet on a monthly basis.
48. As the county council continues to transform, we recognise this also presents a potential significant impact for some of our communities, individuals and staff. Community Impact Assessments (CIAs) are therefore a critical component of the council's decision making processes. Each of the options outlined in this paper is likely to have a very different impact and affect different groups of people,

therefore where appropriate these will require a specific CIA tailored for that service.

49. As such, services will undertake full and detailed Community Impact Assessments (CIAs) where there is a change to service, commissioning or policy, in line with its CIA framework. This includes identifying those potential negative impacts where changes could affect different groups of people and seek to identify those key actions we will take to reduce any negative impact, protecting Staffordshire's most vulnerable where possible.

50. There will be corporate support and guidance offered in assisting services in the development of their CIAs, ensuring they are developed at the earliest stage, inform thinking and are continually reviewed as part of implementing changes.

### Sensitivity Analysis

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

Impact of (+ or -)	Equates to (+ or -)
1% Council Tax	£ 4.3 million
1% Business Rates growth (SCC receives 9% of the total collected rates across Staffordshire)	£2.8m across Staffordshire, of which SCC receives £268k (9%)
1% Pay award (excludes staff funded from specific grant (e.g. Dedicated Schools Grant))	£ 2.0 million
1% Non-pay budget	£ 0.8 million
1% Interest (on balances)	£1.0 million

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

## **Council Tax and Business Rates**

53. The current assumption in the financial plans contained in this report is that the general council tax increase is 2.99% for 2024/25 and the Adult Social Care precept is to be increased by 2%, in line with referendum limits issued for both 2023/24 and 2024/25. Thereafter, it is assumed that the general precept increases by 1.99% and that the Adult Social Care precept increases by 1%.
54. The council has never exceeded the referendum limit. However, it is legally permissible to set a council tax increase in excess of the limit, subject to taking the increase to a public referendum. This is not a decision that would be taken lightly, while it remains an option, significant sums of money would be required to hold a referendum and, by its very nature, the outcome of the referendum is uncertain. To date no referendum in the UK has ever supported an increase in Council Tax.
55. Businesses across the globe have been hit by rising costs and increased interest rates therefore only a small increase in income from business rates is assumed for 2024/25. Additional detail on the amount of income we can expect will come at the very end of January when we receive copies of the returns sent by the Districts and Boroughs to government.
56. In the current year, the county council is part of the Staffordshire and Stoke on Trent Business Rates Pool which means we can maximise the amount of business rates income retained in the County and City. It is intended that the County Council remain a member of this Pool for 2024/25.

## **Review of Reserves and Balances**

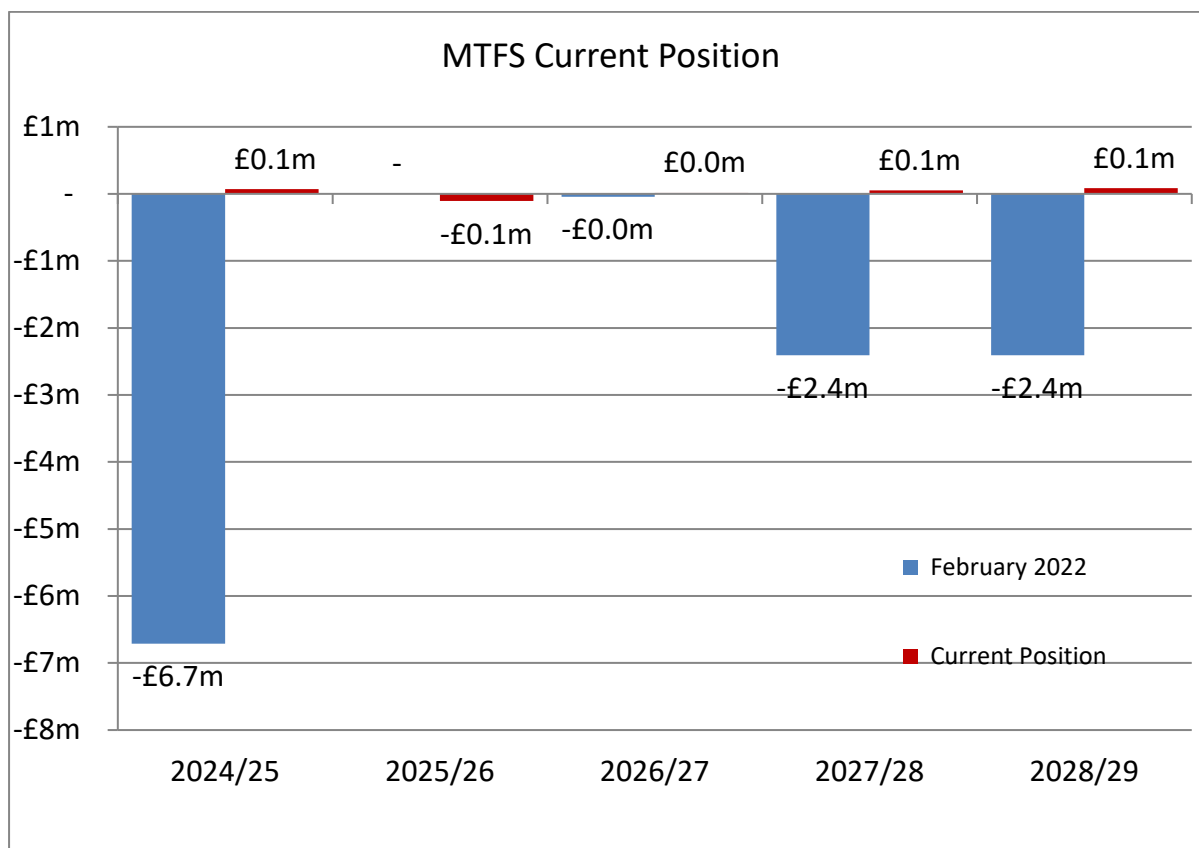
57. Section 25 of the Local Government Act 2003 requires the Chief Finance Officer to report to the Council on the adequacy of proposed reserves and the robustness of the budget.
58. We have reviewed the earmarked reserves and provisions we hold to make sure they are still required and that they are adequate. As part of producing the formal accounts of the council for 2022/23 earmarked reserves were reviewed. Excluding those reserves earmarked for schools, the remaining reserves are deemed to be fit for purpose for matters such as insurance claims and capital investment.

59. Some reserves earmarked for general funding purposes and for funding inflationary pressures can be released, in a targeted manner, to balance the budget over the MTFS period. By the end of the MTFS period, £6m of earmarked reserves is required to balance that year's budget, this situation is sustainable within the MTFS period but beyond 2028/29 this cannot continue. In addition, some reserves earmarked for capital investment purposes can be released during the MTFS period to fund further investment in Highways.
60. At the end of 2022/23, the DSG deficit was £14.2m and is forecast to be around £30m by the end of 2023/24. The current forecasts of the usage of this grant show that the deficit will increase significantly over the MTFS period. There is a risk that the deficit increases to such a size that it overtakes the amount held in earmarked reserves. This would mean that, should the Statutory Override be removed, the County Council's own reserves would need to be used to offset the deficit. This situation is widespread across local authorities in receipt of DSG and it is hoped that a national solution will be found but in the meantime, this deficit must be taken into consideration when funding spend from reserves.
61. At the end of 2022/23, general balances were £52.3m and subject to any unforeseen issues, they are forecast to remain at that level by March 2024. In recent years, the pandemic and then rising inflation have proved the importance of holding balances against uncertainties. The risk assessment considers the uncertain future economic and funding outlook and the risks surrounding the financial plans which are set out in this report. It is quite clear that in several areas, e.g. adult social care and looked after children, that the level of risk facing the council has increased substantially. In addition, the lack of clarity around future funding levels has been taken into consideration. The assessment, attached as **Appendix 5**, has concluded that in excess of £55m is deemed to be an appropriate level for the council.

### **Summary of Medium Term Financial Strategy Position**

62. In February 2023, a small amount of headroom was reported for 2024/25 with a balanced budget in future years, assuming funding from reserves. Since then, services have faced increased demand and have also identified further cost reductions to help mitigate the pressures.
63. Assuming the spending pressures and savings options identified in **Appendices 2a-2e** are approved, the current position, compared to the position in February, is shown in the graph below:





64. The graph shows a balanced MTFS period, with contributions into reserves in the first two years and then using that funding in the latter part of the five year period. Beyond the MTFS period, this is not sustainable and in the longer term, a savings or transformation programme will have to be identified to bridge the funding gaps. The Digital Strategy also needs to be developed alongside any transformation programme.

65. The 2024/25 draft revenue budget for each service area together with planning forecasts for future years is attached as **Appendix 6**.

### Corporate Overview and Scrutiny Committee Role

66. Scrutiny now needs to be undertaken on the results of the MTFS exercise. In this council, that role is undertaken by the Corporate Overview and Scrutiny Committee. As in previous years this committee has established a working group to specifically scrutinise the financial plans.

67. It is proposed that the Corporate Overview and Scrutiny Committee be asked to scrutinise the results of the MTFS exercise as set out in this report.

## **Consultation**

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

## **Conclusions**

69. Members have committed to delivering value for money for residents and businesses and living within the means available to the council. It is evident from the analysis contained in this report that this is becoming increasingly difficult to do. Balanced budgets for future years will not be possible without tough decisions being made on services that affect the lives of many. To deliver on its pledge this does mean that if nothing else changes, in terms of increased funding from government, then what is set out in this report is what this council will need to do.
70. That means thinking differently about what more we can all do for ourselves and what we expect to be paid for from the public purse.
71. The council remains ambitious for Staffordshire, exploring new options and areas to make our county better. However, the financial uncertainty makes planning over the medium term very difficult. The approach is to use reserves in a targeted way to ensure there is a balanced budget for the period from 2024/25 to 2028/29, but even with this use of reserves, there remain significant risks to financial stability.
72. The longer term financial stability of the County Council would be damaged by prolonged use of reserves, this is not sustainable and therefore a transformation programme needs to be identified so that savings can be generated from Year 5 of the MTFS period onwards. The Digital Strategy has a role to play in this future transformation programme.



## **Legal Implications**

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

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

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

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

## **List of Appendices:**

1. Community Impact Assessment
2. Detailed Pressures, Savings and Investments
  - a. Health and Care
  - b. Children and Families
  - c. Economy, Infrastructure and Skills
  - d. Corporate Services
  - e. Finance
3. Summary of Pressures, Inflation, Savings and Investments
4. Major Assumptions Used in MTFS
5. Risk Based Review of General Balances
6. Proposed Net Revenue Budget 2024/25 and Planning Forecasts 2025/26 – 2028/29

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# **Annual MTFS Community Impact Assessment Report**

## **2024/25**

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Date: 23 November 2023

## **Annual MTFS Community Impact Assessment (CIA) – 2024 / 25**

### **1. Background / Overview of MTFS CIA Process**

- 1.1. Staffordshire County Council's Community Impact Assessment (CIA) policy forms a critical component of our decision-making processes. It sets out a clear and consistent organisational approach to how we assess the impact of service changes, commissioning and strategy for our communities.
- 1.2. The annual Community Impact Assessment (CIA) of the County Council's Medium-Term Financial Strategy (MTFS) was established in November 2018. The purpose of this remains, to provide a high level, strategic assessment of MTFS impact, considering the cumulative impacts of key MTFS savings proposals and examining what these may mean for Staffordshire's communities, places and our most vulnerable residents.
- 1.3. The usual annual review of the MTFS has recently taken place which sets out how we will work to gain the maximum impact of our ambitions for Staffordshire, as outlined in the Strategic Plan 2022-26, and deliver value for money. This is subject to approval by Cabinet in January 2024. The potential cross-cutting community impacts of this are a key consideration, therefore, to accompany this, the MTFS CIA has also been refreshed to consider the impact of any additional savings proposals. This paper also provides a progress update against the previously identified four CIA priorities in the 2023/24 CIA; and refreshes the list of CIA priorities for the upcoming year.

### **2. Current MTFS CIA Priorities (2023/24) - Progress Update**

- 2.1. The MTFS CIA presented to Cabinet in January 2023 reported the following four proposed savings options with the highest potential impact on our communities and the places they live:
  - Embedding the Children, Young People and Families transformation phase 2 (including SEND)
  - Community Offer for Learning Disabilities
  - Rural Review and Reorganisation (including countryside estates and rights of way)
  - Strategic Review of the Care Market
- 2.2. The assessment also identified some cohorts as being at greater risk of potential cumulative impacts as a result of the MTFS savings proposals, these were:
  - Children and Young People / Families

- People with a disability / Older people
- Localities

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

2.4 Continuing to deliver against our priorities, doing what is necessary to support our most vulnerable residents, whilst creating the right conditions for our economy to thrive remains a key focus, as does ongoing work to tackle climate change. Like many other councils, we face rising costs and high inflation putting additional pressure on our finances, alongside challenges around demand and capacity within Children's services, Special Educational Needs and Disabilities teams and in adult social care.

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

2.6 The MTFS CIA Task and Finish Group met in November 2023 to review and discuss each of the four current MTFS CIA priorities and identified several cross-cutting themes which have helped to mitigate the impact of current changes on individuals and our communities.

- **Partnerships** – Continued strong engagement and collaboration with partners has enabled effective implementation of some key MTFS changes. Changes happening have required close work with the VCSE sector, Integrated Care Board partners, providers, businesses, as well as District and Borough Councils, both to minimise potential negative impacts and to maximise benefits. This has included, for example, changes across the 'Strategic Review of the Care Market' to ensure access to good quality and affordable care home placements are available when they are needed, the 'Rural Review and Reorganisation programme', including an increased focus on opportunities with businesses across countryside estates, as well as the Healthy Parks Programme links to Better Health Staffordshire, along with 'embedding the Children and Young People's transformation', including the SEND Strategy and partnership implementation.

- **Communities** – Through the Council’s Communities Delivery Plan, we have worked closely with our communities and partners to support our residents to help themselves and each other, which has contributed to minimising any potential negative impacts of change across our four MTFS CIA priority areas. The Council has worked with partners in the VCSE sector to review and agree our new Early Help Strategy 2022-27 and Family Hub Model, with the latter now in operation. This will change the way support for families is delivered locally, underpinned by a ‘whole family’ focus and further joint working across the Council’s Children and Families services and targeted Early Help partners. Following the recommission of our support for the VCSE sector, the new VCSE Strategic Capacity Building Partnership contract has seen SCVYS and Support Staffordshire continue to work with the Council to build capacity in the sector and deliver key programmes of work. As part of the new arrangements, SCVYS have engaged with local children, young people, parents, carers and professionals in the development of ‘Staffordshire’s Co-production Promise’, to enable the system to do co-production well . More widely through the new arrangements, the local VCSE sector has been supported to access over £4m of funding, over 700 organisations have been provided with development support, and over 200 VCSE representatives have received training support. Collectively this support has helped the VCSE sector to remain sustainable and grow. A range of activity has also taken place to support the Council in delivering its wider strategic priorities such as Early Help and prevention work.
- **Flexibility and doing things differently** – Whilst increasing costs along with rising demand of social care for adults and children, together with high inflation, continues to put pressures on finances, we have continued to do what is necessary to support those most in need. The Council has taken a flexible approach in response to these challenges by delivering some services in a different way, to help minimise the impact on the residents and communities we serve. Examples include:
  - A flexible approach is being adopted in response to challenges associated with Children’s improvement, alongside increasing cost, number and complexity of Child Protection and Children in Care. A new Discharge Planning Team went live to help progress exit activity for Children in Care and Staffordshire is to be one of 10 local areas to deliver a major government pilot scheme with the Department for Education, aimed at transforming children’s social care (The Family Network pilot will be rolled out in Spring 2024).
  - The ‘Community Offer for Learning Disabilities’ has involved taking a co-production approach with service users and families, resulting in an integrated service pilot now being completed. This has helped inform future service delivery around supported holidays, short-term replacement care, and home based respite.

- The 'Rural Review and Reorganisation programme' focuses on a new and strengthened Vision for the Estate, following Covid-19 and wider changes, impacting on the approach to the future management of countryside sites. The estate management is being retained in house, and the timing and approach on extending pay and display parking is being considered further, recognising cost of living pressures being faced by many.
- The 'Strategic Review of the Care Market' has continued to help address issues around rising costs, for example establishing a Staffordshire fair cost of care rate for older people's care with providers, and increasing rates paid to care providers.

2.7 In addition, the MTFS CIA Task and Finish Group highlighted continued work underway to address the nationwide recruitment challenges, through several broader initiatives to ensure the Council is further equipped to attract talented and diverse new people, with an aspiration to be employer of choice in Staffordshire. This approach has already seen an increase in applications for roles, as well as attracting more diverse applicants.

2.8 Also, as demand for care and support continues to rise across the country, the Council and partners across Staffordshire have produced a wide-reaching Future Social Care Workforce Strategy that is helping to address retention and recruitment challenges. At the centre of this work remains a focus on innovation and being bold in how we recruit and retain the right people. The 'annual staff survey and provider self-assessment' showed that recognition and making a difference is really important, and this will further shape work to attract and retain staff to deliver high-quality care and support across the sector. Alongside this, work continues within Children and Families, with a focus on workforce to help address current issues such as ongoing placement pressures and increased demand for Education Health and Care Plans.

### 3. **Refreshed MTFS CIA Priorities for 2024/25**

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

3.2. The table at Appendix B provides an assessment of the potential impacts on communities, based on proposals set out in the refreshed MTFS for 2024-29, as well as an overall community impact rating for the respective Council business area.

3.3. Overall, this annual review highlights that many of the current MTFS CIA priorities remain relevant for the upcoming year, with ongoing implementation monitoring of impacts in place. In addition, there have been no new savings proposals identified as having a potential high impact on our communities and the places they live. The refreshed list of 3 CIA priorities is set out below.

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

3.4. The rationale for not continuing to include and monitor the 'Community Offer for Learning Disabilities' is set out in the detailed progress update at Appendix A.

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

3.6. As part of refreshing the MTFS CIA for 2024/25, several cumulative impacts for key groups were identified as set out below:

- **Disability / Older People** – The key savings proposals in the MTFS that result in changes for older people and people with disabilities are across health and social care, as well as families and communities. These include changes through the 'Strategic Review of the Care Market', and the 'embedding of the Children, Young People and Families transformation' (which includes SEND). There are also opportunities to maximise existing strengths and assets, for example, accessibility improvement to countryside sites along with a Healthy Parks Programme, as part of the vision for the Countryside Estate, to encourage good health and wellbeing and benefit all local residents.
- **Children and Young People/Families** – The 'embedding of the Children, Young People and Families transformation programme' continues to change how services are delivered and received, with potential impacts upon several different cohorts, particularly children and young people, their families, and carers (and children and young people with disabilities, as noted above). As work continues across the four main programmes of work within Children & Families (Children in Care, Children's Workforce, SEND Improvement and Embedding the Children & Families System) the continued monitoring and mitigation of any impacts will be vital. It is also acknowledged that this will focus on ensuring a whole system approach for children and families, with changes expected to be positive for these communities.



- **Localities** – Integral to a number of the proposed savings options identified in the refreshed MTFS and associated CIA is working with local communities. They remain at the heart of what makes Staffordshire a strong and thriving county. This includes continued close working with our partners in District, Borough, and Parish Councils, as well as with the VCSE sector and Providers, for example developing a new Communities Strategy for Staffordshire, as well as building on the first year of the new VCSE Capacity Building Framework.

- 3.7. In addition to the cumulative impact considerations, above, a number of other key themes have emerged that are likely to impact on residents and communities. The pandemic and pressures from the increasing cost of living, means the Council is having to adapt to these challenges. At the same time, with less money available and more people needing support. As such, the Council and partners are having to do things differently. In response to this, the Council is updating its approach to how we work with communities, through the development of a Staffordshire Communities Strategy, underpinned by a countywide engagement exercise. Equally, we know that residents across the county remain worried about the increased cost of living, therefore whilst not specific to the above CIA priorities, it is important to consider the impact of this on the daily lives of residents, particularly for our most vulnerable residents.
- 3.8. Similar to discussions that have taken place this year, and reflecting the national position, workforce capacity and recruitment challenges have been identified as requiring ongoing consideration during 2024/25, with a range of activity already underway as noted in section 2.
- 3.9. Close work with our multi-agency partners across the public sector needs to continue, along with developing new ways of working where required. This includes providing much needed support and signposting for residents to help people facing cost of living pressures, as well as prioritising support to those most vulnerable residents. A key part of this is the 'Here to Help' campaign which is currently underway, including the County Council website which collates advice, guidance, and support into a single place, as well as ensuring that any associated programmes and funding are well communicated to residents, businesses and the VCSE sector, to maximise the support available.

## 4 **Next Steps**

- 4.1 The MTFS CIA governance process will ensure an ongoing dialogue and analysis with partners on the implementation of these CIA priorities, to ensure any potential impacts on communities are mitigated where possible.

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

**Appendix A - Current MTFS CIA Priorities - 2023/24 - Progress Update**

MTFS Proposal	CIA Implementation Update	Community Impact & Mitigations
<p><b>Embedding the Children, Young People and Families Transformation Programme</b></p> <p>Page 71</p>	<ul style="list-style-type: none"> <li>• A full CIA was produced alongside Cabinet report Nov 2020, updated in Feb 2021 ahead of consultation.</li> <li>• Changes expected to be positive any risks of programme to be monitored and mitigations in place to reduce potential negative impacts.</li> <li>• Will run until 2025/26.</li> </ul>	<ul style="list-style-type: none"> <li>• The long-term <b>Children, Young People and Families Transformation</b> programme is now complete and being embedded into a new way of working which will ensure a whole system approach for children and families and provide a financially sustainable model that ensures children with social care needs remain or return to their family (or extended family network) where it is safe and appropriate to do so, and children with SEND receive the right support at the right time.</li> <li>• Progress on the second phase was initially paused due to Covid-19, however the programme restarted and a 75-day consultation was completed in June 2021, and the new district model went live in October 2021. The new structure is now complete and the workforce are in place; training and development is underway and communication and engagement to inform and reassure the workforce and partners is ongoing. Work continues on the pathways and processes and a transition plan continues to be implemented to ensure the safe handover of the programme and ongoing monitoring to the business.</li> <li>• The SEND element of the transformation has been considered a priority and therefore continued throughout the pandemic. A SEND Strategy is now in place and a partnership implementation plan is currently being agreed. Phasing of further transformation is currently being planned. SEND has been part of the workforce reorganisation and the SEND offer will now be part of the integrated early help and family support teams within the district.</li> <li>• Pressures are being experienced relating to increased costs and number/complexity of Child Protection and Children in Care, these are being flexibly responded to by establishing several new programmes of work overseen by a Programme Board focused on workforce, ways of working, development of a communication strategy and Children in Care planning</li> <li>• Overall, changes are expected to be positive for communities, with any risks continuing to be monitored and reviewed as part of the existing MTFS CIA in place.</li> </ul>

MTFS Proposal	CIA Implementation Update	Community Impact & Mitigations
		<ul style="list-style-type: none"> <li>It is recommended that this remains a MTFS CIA priority to ensure the ongoing review of impacts.</li> </ul>
<div>Page 72</div> <b>Community Offer for Learning Disabilities</b>	<ul style="list-style-type: none"> <li>Work was agreed by Cabinet in October 2019; however, Covid-19 had an impact upon commencement and completion of some service changes.</li> <li>Further update report and CIA was approved by Cabinet in November 2020.</li> <li>Further work has been undertaken including feasibility studies and options appraisals which were approved by cabinet in October 2021 and December 2022.</li> <li>Subsequent CIAs will be undertaken alongside service reviews, as necessary.</li> </ul>	<ul style="list-style-type: none"> <li><b>Community Offer for Learning Disabilities</b> involved changes to the way we provide services to some adults with learning disabilities and/or autism, who are in receipt of services across the county. The purpose of these changes was to ensure there are appropriate and sustainable services across the county to meet complex support needs.</li> <li>Changes included reviewing and refreshing respite care, residential care, and day services. Provider Services have created an integrated model of care which encompasses community-based support in addition to building-based services.</li> <li>Progress since August 2020 includes: <ul style="list-style-type: none"> <li>The tender of Greenfield House was undertaken in October 2021 but was unsuccessful – the decision was made to keep Greenfield House in-house for the medium-term and for a limited refurbishment to improve quality. Building and infection prevention improvements were made using Contain Outbreak Management Fund (COMF) funding in 2023. A review of learning disability residential care will be taking place with Commissioners in 2024.</li> <li>Horninglow Bungalows was considered to be included in the countywide procurement of Supported Living, however the decision was taken by steering group for this not to be the case. The service will remain in-house for foreseeable future. There are no changes planned for this service.</li> <li>A service review of day opportunities and respite has resulted in the design of an integrated service. A pilot was completed to deliver supported holidays, short-term replacement care, and home-based respite.</li> <li>Two day-services in Boney Hay and Tamworth have merged and operating from a new building in Lichfield called The Rivers.</li> <li>Recommendations to improve and refurbish the Hawthorn House building for up to 15 residents was approved by Cabinet in December 2022. Project planning</li> </ul> </li> </ul>

MTFS Proposal	CIA Implementation Update	Community Impact & Mitigations
		<p>has commenced, with construction due to start in Spring 2024 and the new building to be complete by October 2026.</p> <ul style="list-style-type: none"> <li>○ An options appraisal for day services in Cannock was completed and it was deemed the service would close. Alternative provision has been sourced for the three customers and the service will close by the end of 2023.</li> <li>○ Staff and family consultation on a proposal to relocate Newcastle day service to a refurbished local building was completed and it is anticipated the refurbishment is due to start Spring 2024.</li> </ul> <p>It is recommended that this no longer remains a MTFS CIA priority and that any impacts are monitored and mitigated through existing CIAs.</p>
<p><b>Rural review and reorganisation</b></p>	<ul style="list-style-type: none"> <li>• Initially presented to Cabinet, with a full CIA in March 2019.</li> <li>• Review of wider staffing structures commenced in January 2020, then placed on hold due to Covid-19. In early 2021 the staffing reorganisation was reviewed following consultation with staff/trade unions feedback and learning from Covid-19 and MTFS position revised. A further CIA was undertaken in 2021.</li> <li>• A further report and CIA on a new vision for the Countryside Estate considered by Cabinet in December 2022.</li> </ul>	<ul style="list-style-type: none"> <li>• The biggest impact of the <b>Rural Review and Reorganisation</b> will be on the rural communities where the Country Parks are situated. However, sites will still be available for public use and will remain under the ownership of the County Council. Management of two sites was transferred in 2018/19 to an environmental NGO and a parish council and is working well. Due to COVID 19 impacts and wider changes, the approach to future management of countryside sites was reviewed.</li> <li>• Staff are also impacted by the review and reorganisation. An initial review of the staff structure commenced in 2020 but was put on hold due to COVID-19 and recommenced in 2021. The staff reorganisation is now complete and the new structure is being embedded. The new operational model for Environment and Countryside has now been implemented.</li> <li>• A new vision for the Countryside Estate to keep in-house and link to the Council's strategic aims was agreed by Cabinet in December 2022. The proposals represent a generally positive impact since they seek to enhance the ability for all members of the community to gain the benefits of access to natural greenspace and to protect and enhance the environment.</li> </ul>

MTFS Proposal	CIA Implementation Update	Community Impact & Mitigations
<p>Page 74</p>		<ul style="list-style-type: none"> <li>To implement these improvements however, there is a need to recover costs through extending pay and display parking to additional sites alongside a range of other funding mechanisms. Recognising current cost of living pressures for many service users, a range of measures have been identified to reduce impacts, including: <ul style="list-style-type: none"> <li>Charges at new sites will be phased in, with an initial voluntary period</li> <li>Charges at existing sites will remain at the current rate until April 2024 – charges compare favourably with other countryside locations in the area</li> <li>An annual permit will be available for use at all SCC countryside sites which significantly reduces the costs for regular users.</li> </ul> </li> <li>Annual permits for those who regularly volunteer at the sites and members of the supporter scheme are also being explored.</li> <li>It is important to note that the costs recovered through parking charges will enable better management of the car park facilities and investment in the management of the sites, including making them more accessible for all abilities, caring for wildlife and heritage and improving the visitor experience.</li> <li>It is recommended this remains a MTFS CIA priority and revisited following implementation of the new Vision for the Countryside Estate.</li> </ul>
<p><b>Strategic Review of the Care Market</b></p>	<ul style="list-style-type: none"> <li>Cabinet papers on the Strategic Review of the Care Home Market, with accompanying CIA, were approved by Cabinet in September 2021 and December 2022</li> <li>The DHSC approved the Council's Market Sustainability Plan and Cost of Care plan in June 2023 resulting in an award of funds from the</li> </ul>	<ul style="list-style-type: none"> <li>The <b>Strategic Review of the Care Market</b> will ensure the County Council can continue to meet its statutory duty to meet the needs of people who are assessed as eligible for care and support under the Care Act 2014.</li> <li>Covid-19 has had a profound impact upon the home care market and accommodation based-market.</li> <li>To ensure access to good quality and affordable care home placements when they are needed, work includes:</li> </ul>

MTFS Proposal	CIA Implementation Update	Community Impact & Mitigations
<p style="transform: rotate(-90deg); transform-origin: left top; white-space: nowrap;">Page 75</p>	<p>Market Sustainability Improvement Fund</p> <ul style="list-style-type: none"> <li>Subsequent CIAs will be undertaken alongside service reviews</li> </ul>	<ul style="list-style-type: none"> <li>Increasing the number of block booked care home beds in accordance with demand, ensuring providers have a level of financial stability, currently 107 beds have been secured.</li> <li>A Cost of Care and Market Sustainability Plan was submitted to the Department of Health and Social Care (DHSC) in October 2022 setting out how we will establish a Staffordshire Fair cost of care rate for older people's care with providers, this was approved and funds from the Market Sustainability Improvement Fund secured enabling the Council to increase rates paid to care providers.</li> <li>A Review of Older People's Nursing Home Capacity and Demand was approved by Cabinet in December 2022 to consider current issues affecting demand and available capacity of nursing care home provision. Cabinet agreed to proceed with the development of two new-build nursing homes subject to final approval of care model and cost, and cost and development model and cost.</li> <li>The recommissioning of Care Homes project will include a revised standard contract which will clearly state the Council's ambitions for increasing the quality of care, and consideration of a pricing strategy, to address the wide range in prices charged by care homes for the provision of care across Staffordshire.</li> </ul> <p>It is recommended this remains a MTFS CIA priority and revisited following implementation of the service reviews.</p>

## Appendix B - MTFS Community Impact Assessment for 2024/25

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

Area	Programme	Group/Protected characteristics potentially affected	Overall Potential impact rating	Commentary / rationale
Health and Care		Age (older people) Disabilities (particularly learning disabilities and mental health) Staff	Medium	<b>Strategic Review of the Care Market</b> A Strategic Review of the Care Market is being undertaken to ensure the County Council can continue to meet its statutory duty to meet the needs of people who are assessed as eligible for care and support under the Care Act 2014. Covid-19 has had a profound impact upon both the home care market and the accommodation-based market. The review therefore includes: <ul style="list-style-type: none"> <li>• Expanding use of block booking of care home beds</li> <li>• Commissioning of care home placements</li> <li>• Shaping of the care market</li> <li>• Investing non-recurring funding in the sector to improve recruitment and retention</li> <li>• Exploring how technology can be used to support people</li> <li>• Working across the Council to develop a workforce strategy for people who work in the care sector</li> </ul>



Area	Programme	Group/Protected characteristics potentially affected	Overall Potential impact rating	Commentary / rationale
				A full CIA is in place and individual CIAs will be undertaken as part of any service review or change, with ongoing monitoring of impact and mitigations.
Families and Communities	Children's services	Age (young people) Disability (SEND) Carers Sex (female) Pregnancy Staff	Medium	<p>The long-term <b>Children, Young People and Families Transformation</b> programme is now complete and being embedded into a new way of working which will ensure a whole system approach for children and families and provide a financially sustainable model that ensures children with social care needs remain or return to their family (or extended family network) where it is safe and appropriate to do so, and children with SEND receive the right support at the right time.</p> <p>The programme will change how services are delivered and received; and will impact upon several different cohorts, particularly children and young people, their families and carers, and children and young people with disabilities.</p> <p>These changes are expected to be positive for communities, to ensure the ongoing monitoring and review of any potential impacts and mitigations, this will remain an MTFS CIA priority for 2024/25.</p> <p>The existing CIA remains in place and has been updated with further updates as appropriate in line with any service change.</p>
Economy, Infrastructure and Skills	Rural	All Localities	Medium	<p>The <b>Review of Countryside Estates &amp; Rights of Way</b> faced delays due to Covid-19 impacts and the approach to future management of countryside estates was reviewed. Following the review, a new vision was developed and agreed by Cabinet in December 2022. The Rural Review and Reorganisation was also impacted by Covid-19 with a review of the staff structure taking place which is now being embedded. Updates to the Community Impact Assessment continue to be undertaken.</p>

# HEALTH AND CARE

## Projected Pressures, Cost Reduction Options and Investments

Appendix 2a

Description	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m
<b>Care Commissioning</b>					
Community Impact Assessment Rating - Medium					
<b>Total Service Spending Pressures Approved in February 2023</b>	<b>16.873</b>	<b>32.677</b>	<b>34.169</b>	<b>39.892</b>	<b>52.319</b>
<b>Projected Changes to Original Service Spending Pressures</b>					
Older people rising impact of an ageing population requiring additional homecare	1.124	1.268	1.435	1.625	1.839
Learning disabilities rising impact because of increases in the complexity of people's care needs and the requirement to meet these needs for longer as life expectancies rise as well as increasing costs of younger adults who need our care and support	1.750	2.900	4.050	5.200	6.350
Mental health rising impact because of increases in the complexity of people's care needs and the requirement to meet these needs for longer as life expectancies rise as well as increasing costs of younger adults who need our care and support	0.500	0.500	0.500	0.500	0.500
Increased inflationary pressures on home care	1.237	2.971	4.290	5.021	5.736
Additional income generated by growth in demand and price rises.	(4.851)	(11.708)	(8.504)	(9.534)	(10.745)
2022/23 onwards impact of rising cost of new older people residential and nursing placements	0.000	0.000	0.000	0.000	1.000
Increased inflationary pressures on Supported Living	1.255	1.514	1.797	2.105	2.442
Additional BCF funding from inflationary uplift to CCG cash transfer in 2021/22 onwards	0.000	(0.500)	(0.500)	(0.500)	(0.500)
<b>Total Projected Changes to Service Spending Pressures Approved in February 2023</b>	<b>1.015</b>	<b>(3.055)</b>	<b>3.068</b>	<b>4.417</b>	<b>6.622</b>
<b>New Service Projected Pressures</b>					
MSIF Workforce Fund - expenditure	3.025	3.025	3.025	3.025	3.025
<b>New Service Projected Pressures Total</b>	<b>3.025</b>	<b>3.025</b>	<b>3.025</b>	<b>3.025</b>	<b>3.025</b>
<b>Total Service Cost Reductions Approved in February 2023</b>	<b>3.972</b>	<b>7.954</b>	<b>9.954</b>	<b>9.954</b>	<b>9.954</b>
<b>New Service Cost Reduction Options</b>					
MSIF Workforce Fund - income	(3.025)	(3.025)	(3.025)	(3.025)	(3.025)
<b>New Service Cost Reduction Options Total</b>	<b>(3.025)</b>	<b>(3.025)</b>	<b>(3.025)</b>	<b>(3.025)</b>	<b>(3.025)</b>
Total Pressures	20.913	32.647	40.262	47.334	61.966
Total Cost Reductions	0.947	4.929	6.929	6.929	6.929
<b>Service Total</b>	<b>21.860</b>	<b>37.576</b>	<b>47.191</b>	<b>54.263</b>	<b>68.895</b>
<b>Adult Social Care and Safeguarding</b>					
Community Impact Assessment Rating - Medium					
<b>Total Service Spending Pressures Approved in February 2023</b>	<b>0.850</b>	<b>0.850</b>	<b>0.850</b>	<b>0.850</b>	<b>0.850</b>

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

# HEALTH AND CARE

## Projected Pressures, Cost Reduction Options and Investments

Appendix 2a

Description	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m
<b>Projected Changes to Original Service Spending Pressures</b>					
MPFT meeting costs of NHS pay award	0.200	0.200	0.200	0.200	0.200
<b>Total Projected Changes to Service Spending Pressures Approved in February 2023</b>	<b>0.200</b>	<b>0.200</b>	<b>0.200</b>	<b>0.200</b>	<b>0.200</b>
Total Pressures	1.050	1.050	1.050	1.050	1.050
<b>Service Total</b>	<b>1.050</b>	<b>1.050</b>	<b>1.050</b>	<b>1.050</b>	<b>1.050</b>
<b>Total Health &amp; Care Pressures and Cost Reductions</b>	<b>22.910</b>	<b>38.626</b>	<b>48.241</b>	<b>55.313</b>	<b>69.945</b>
<b>Inflation</b>	<b>3.169</b>	<b>5.060</b>	<b>6.779</b>	<b>8.537</b>	<b>10.334</b>
<b>Health &amp; Care Grand Total</b>	<b>26.079</b>	<b>43.686</b>	<b>55.020</b>	<b>63.850</b>	<b>80.279</b>

**FAMILIES AND COMMUNITIES**  
Projected Pressures, Cost Reduction Options and Investments

Appendix 2b

Description	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m
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<b>Children's Services</b>	<b>Community Impact Assessment Rating - Medium</b>
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<b>Total Service Spending Pressures Approved in February 2023</b>	<b>0.800</b>	<b>0.729</b>	<b>(0.957)</b>	<b>(3.055)</b>	<b>(3.055)</b>
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<b>Projected Changes to Original Service Spending Pressures</b>					
Planned reduction in Children in Care placement costs as result of transformation reprofiled in line with latest estimates and costs.	8.700	7.600	6.100	5.000	2.400
Reprofile of staffing pressures	0.000	0.000	0.044	0.071	0.071
<b>Total Projected Changes to Service Spending Pressures Approved in February 2023</b>	<b>8.700</b>	<b>7.600</b>	<b>6.144</b>	<b>5.071</b>	<b>2.471</b>

<b>Total Service Cost Reductions Approved in February 2023</b>	<b>(3.624)</b>	<b>(5.859)</b>	<b>(5.859)</b>	<b>(5.859)</b>	<b>(5.859)</b>
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<b>Investment</b>					
Implementation of a Restorative Practice model working with children and their families to encourage more effective working relationships	(0.015)	(0.015)	(0.015)	(0.015)	(0.015)
<b>Total Investments Approved in February 2023</b>	<b>(0.015)</b>	<b>(0.015)</b>	<b>(0.015)</b>	<b>(0.015)</b>	<b>(0.015)</b>

Total Pressures	9.500	8.329	5.187	2.016	(0.584)
Total Cost Reductions	(3.624)	(5.859)	(5.859)	(5.859)	(5.859)
Total Investments	(0.015)	(0.015)	(0.015)	(0.015)	(0.015)
<b>Service Total</b>	<b>5.861</b>	<b>2.455</b>	<b>(0.687)</b>	<b>(3.858)</b>	<b>(6.458)</b>

<b>Education Services</b>	<b>Community Impact Assessment Rating - Low</b>
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<b>Total Service Spending Pressures Approved in February 2022</b>	<b>1.350</b>	<b>0.740</b>	<b>0.250</b>	<b>1.210</b>	<b>1.210</b>
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<b>Projected Changes to Original Service Spending Pressures</b>					
Change in costs of home to school SEN transport relating to number of school days in a financial year.	0.300	0.090	(0.030)	0.300	(1.390)
<b>Total Projected Changes to Service Spending Pressures Approved in February 2022</b>	<b>0.300</b>	<b>0.090</b>	<b>(0.030)</b>	<b>0.300</b>	<b>(1.390)</b>

<b>New Service Projected Pressures</b>					
Additional demand in SEND Transport	1.500	3.100	5.000	7.300	9.500
Underlying budget gap in SEND Transport	2.800	2.800	2.800	2.800	2.800
<b>New Service Projected Pressures Total</b>	<b>4.300</b>	<b>5.900</b>	<b>7.800</b>	<b>10.100</b>	<b>12.300</b>

<b>Total Service Cost Reductions Approved in February 2022</b>	<b>(0.265)</b>	<b>(0.265)</b>	<b>(0.265)</b>	<b>(0.265)</b>	<b>(0.265)</b>
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**FAMILIES AND COMMUNITIES**  
Projected Pressures, Cost Reduction Options and Investments

Appendix 2b

Description	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m
<b>New Service Cost Reduction Options</b>					
Deficit reduction plan - agreed actions (increasing proportion of SEND children educated within their local community)	0.000	(0.600)	(1.400)	(2.500)	(3.200)
Transport policy review (e.g. occupancy, personal travel budgets etc.)	(1.500)	(2.500)	(3.600)	(4.800)	(6.300)
<b>New Service Cost Reduction Options Total</b>	<b>(1.500)</b>	<b>(3.100)</b>	<b>(5.000)</b>	<b>(7.300)</b>	<b>(9.500)</b>
Total Pressures	5.950	6.730	8.020	11.610	12.120
Total Cost Reductions	(1.765)	(3.365)	(5.265)	(7.565)	(9.765)
<b>Service Total</b>	<b>4.185</b>	<b>3.365</b>	<b>2.755</b>	<b>4.045</b>	<b>2.355</b>
<b>Total Families and Childrens Pressures and Cost Reductions</b>	<b>10.046</b>	<b>5.820</b>	<b>2.068</b>	<b>0.187</b>	<b>(4.103)</b>
<b>Inflation</b>	<b>10.599</b>	<b>20.349</b>	<b>26.488</b>	<b>31.900</b>	<b>37.186</b>
<b>Families and Children Grand Total</b>	<b>20.645</b>	<b>26.169</b>	<b>28.556</b>	<b>32.087</b>	<b>33.083</b>

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

Appendix 2c

Description	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m
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<b>Infrastructure &amp; Highways</b>	<b>Community Impact Assessment Rating - High</b>
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<b>Total Service Spending Pressures Approved in February 2023</b>	<b>(2.000)</b>	<b>(3.400)</b>	<b>(4.200)</b>	<b>(4.150)</b>	<b>(3.800)</b>
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<b>New Service Projected Pressures</b>					
Implementation of the Tree Management Strategy	0.250	0.250	0.250	0.250	0.250
Streetlighting PFI - loss of grant net of Phase 2	0.000	0.000	0.000	0.000	0.500
<b>New Service Projected Pressures Total</b>	<b>0.250</b>	<b>0.250</b>	<b>0.250</b>	<b>0.250</b>	<b>0.750</b>

Total Pressures	(1.750)	(3.150)	(3.950)	(3.900)	(3.050)
<b>Service Total</b>	<b>(1.750)</b>	<b>(3.150)</b>	<b>(3.950)</b>	<b>(3.900)</b>	<b>(3.050)</b>

<b>Transport, Connectivity &amp; Waste</b>	<b>Community Impact Assessment Rating - High</b>
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<b>Total Service Spending Pressures Approved in February 2023</b>	<b>0.358</b>	<b>2.460</b>	<b>2.660</b>	<b>3.290</b>	<b>3.370</b>
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<b>Projected Changes to Original Service Spending Pressures</b>					
Review of discretionary travel policy for school-age pupils ***Come from F&C***	0.265	0.265	0.265	0.265	0.265
Change in costs of home to school mainstream transport relating to number of school days in a financial year.	0.100	0.030	(0.010)	0.100	(0.420)
Mainstream Transport - school capacity issue	0.060	0.090	0.120	0.130	0.100
Future treatment costs	0.000	0.000	(1.000)	(1.000)	(1.000)
<b>Total Projected Changes to Service Spending Pressures Approved in February 2023</b>	<b>0.425</b>	<b>0.385</b>	<b>(0.625)</b>	<b>(0.505)</b>	<b>(1.055)</b>

<b>New Service Projected Pressures</b>					
Remove current charging system for non-household waste	0.300	0.300	0.300	0.300	0.300
<b>New Service Projected Pressures Total</b>	<b>0.300</b>	<b>0.300</b>	<b>0.300</b>	<b>0.300</b>	<b>0.300</b>

<b>Total Service Cost Reductions Approved in February 2023</b>	<b>0.000</b>	<b>0.565</b>	<b>0.565</b>	<b>0.565</b>	<b>0.565</b>
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Total Pressures	1.083	3.145	2.335	3.085	2.615
Total Cost Reductions	0.000	0.565	0.565	0.565	0.565
<b>Service Total</b>	<b>1.083</b>	<b>3.710</b>	<b>2.900</b>	<b>3.650</b>	<b>3.180</b>

<b>Culture, Rural and Communities</b>	<b>Community Impact Assessment Rating - Medium</b>
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<b>Total Service Spending Pressures Approved in February 2023</b>	<b>0.000</b>	<b>0.000</b>	<b>(0.033)</b>	<b>(0.033)</b>	<b>(0.033)</b>
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**ECONOMY, INFRASTRUCTURE AND SKILLS**  
Projected Pressures, Cost Reduction Options and Investments

Appendix 2c

Description	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m
<b>New Service Projected Pressures</b>					
Implementation of the Tree Management Strategy	0.750	0.750	0.750	0.750	0.750
<b>New Service Projected Pressures Total</b>	<b>0.750</b>	<b>0.750</b>	<b>0.750</b>	<b>0.750</b>	<b>0.750</b>
Total Pressures	0.750	0.750	0.717	0.717	0.717
<b>Service Total</b>	<b>0.750</b>	<b>0.750</b>	<b>0.717</b>	<b>0.717</b>	<b>0.717</b>
<b>Total Economy, Infrastructure and Skills Pressures and Cost Reductions</b>	<b>0.083</b>	<b>1.310</b>	<b>(0.333)</b>	<b>0.467</b>	<b>0.847</b>
<b>Inflation</b>	<b>6.324</b>	<b>9.282</b>	<b>12.040</b>	<b>14.859</b>	<b>17.739</b>
<b>Economy, Infrastructure and Skills Grand Total</b>	<b>6.407</b>	<b>10.592</b>	<b>11.707</b>	<b>15.326</b>	<b>18.586</b>

# CORPORATE SERVICES

## Projected Pressures, Cost Reduction Options and Investments

Appendix 2d

Description	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m
<b>Assets</b>					
Total Service Cost Reductions Approved in February 2023	0.150	0.150	0.150	0.150	0.150
Total Cost Reductions	0.150	0.150	0.150	0.150	0.150
<b>Service Total</b>	<b>0.150</b>	<b>0.150</b>	<b>0.150</b>	<b>0.150</b>	<b>0.150</b>
<b>Governance</b>					
Total Service Pressures Approved in February 2023	(0.019)	(0.019)	(0.019)	(0.019)	(0.019)
Total Pressures	(0.019)	(0.019)	(0.019)	(0.019)	(0.019)
<b>Service Total</b>	<b>(0.019)</b>	<b>(0.019)</b>	<b>(0.019)</b>	<b>(0.019)</b>	<b>(0.019)</b>
<b>Strategy</b>					
Community Impact Assessment Rating - Low					
Total Service Pressures Approved in February 2023	0.000	0.500	0.500	0.500	0.500
Total Pressures	0.000	0.500	0.500	0.500	0.500
<b>Service Total</b>	<b>0.000</b>	<b>0.500</b>	<b>0.500</b>	<b>0.500</b>	<b>0.500</b>
Total Corporate Services Pressures and Cost Reductions	0.131	0.631	0.631	0.631	0.631
Inflation	1.688	3.165	4.377	5.618	6.889
<b>Corporate Services Grand Total</b>	<b>1.819</b>	<b>3.796</b>	<b>5.008</b>	<b>6.249</b>	<b>7.520</b>



Finance  
Projected Pressures, Cost Reduction Options and Investments

Appendix 2e

Description	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m
Financial Management					
Community Impact Assessment Rating - Low					
Total Service Spending Pressures Approved in February 2023	0.032	0.032	0.032	0.032	0.032
Total Pressures	0.032	0.032	0.032	0.032	0.032
Service Total	0.032	0.032	0.032	0.032	0.032
Finance Pressures and Cost Reductions					
Finance Pressures and Cost Reductions	0.032	0.032	0.032	0.032	0.032
Inflation	0.496	0.911	1.247	1.592	1.946
Finance Grand Total	0.528	0.943	1.279	1.624	1.978

## Summary of Pressures, Inflation, Savings and Investments

	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m
<b>Health and Care</b>					
Pressures	21.963	33.697	41.312	48.384	63.016
Inflation	3.169	5.060	6.779	8.537	10.334
Savings	0.947	4.929	6.929	6.929	6.929
Investments	-	-	-	-	-
<b>Health and Care Total</b>	<b>26.079</b>	<b>43.686</b>	<b>55.020</b>	<b>63.850</b>	<b>80.279</b>
<b>Children and Families</b>					
Pressures	15.450	15.059	13.207	13.626	11.536
Inflation	10.599	20.349	26.488	31.900	37.186
Savings	(5.389)	(9.224)	(11.124)	(13.424)	(15.624)
Investments	(0.015)	(0.015)	(0.015)	(0.015)	(0.015)
<b>Children and Families Total</b>	<b>20.645</b>	<b>26.169</b>	<b>28.556</b>	<b>32.087</b>	<b>33.083</b>
<b>Economy, Infrastructure and Skills</b>					
Pressures	0.083	0.745	(0.898)	(0.098)	0.282
Inflation	6.324	9.282	12.040	14.859	17.739
Savings	-	0.565	0.565	0.565	0.565
Investments	-	-	-	-	-
<b>Economy, Infrastructure and Skills Total</b>	<b>6.407</b>	<b>10.592</b>	<b>11.707</b>	<b>15.326</b>	<b>18.586</b>
<b>Corporate Services</b>					
Pressures	(0.019)	0.481	0.481	0.481	0.481
Inflation	1.688	3.165	4.377	5.618	6.889
Savings	0.150	0.150	0.150	0.150	0.150
Investments	-	-	-	-	-
<b>Corporate Services Total</b>	<b>1.819</b>	<b>3.796</b>	<b>5.008</b>	<b>6.249</b>	<b>7.520</b>
<b>Finance</b>					
Pressures	0.032	0.032	0.032	0.032	0.032
Inflation	0.496	0.911	1.247	1.592	1.946
Savings	-	-	-	-	-
Investments	-	-	-	-	-
<b>Finance Total</b>	<b>0.528</b>	<b>0.943</b>	<b>1.279</b>	<b>1.624</b>	<b>1.978</b>
<b>Grand Total</b>	<b>55.478</b>	<b>85.186</b>	<b>101.570</b>	<b>119.136</b>	<b>141.446</b>

All figures presented in each year represent a cumulative change from the current 2023/24 budget.

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

	2024/25	2025/26	2026/27	2027/28	2028/29
<b>Staffing costs</b>					
Pay	3.0%	2.5%	2.5%	2.5%	2.5%
Local Government Pension Scheme increases	1.0%	1.0%	-	-	-
<b>General running costs</b>					
Prices (including internal recharges from trading services)	2.0%	2.0%	2.0%	2.0%	2.0%
Contractual inflation	6.93%	3.98%	2.51%	2.11%	1.99%
Income (standard allocation)	2.0%	2.0%	2.0%	2.0%	2.0%
<b>Utility / Running Expenses</b>					
Electricity	£-1.3m	-	-	-	-
Gas	£-1.0m	£-0.5m	£-0.4m	-	-
Business Rates bills	3.1%	3.1%	3.1%	3.1%	3.1%
Water	2.0%	2.0%	2.0%	2.0%	2.0%
Petrol	2.0%	2.0%	2.0%	2.0%	2.0%
Diesel	2.0%	2.0%	2.0%	2.0%	2.0%
<b>In-Year Increases</b>					
<b>Interest Rates</b>					
Interest on investments	4.69%	4.75%	3.06%	2.50%	2.50%
Interest on debt	3.74%	3.73%	3.73%	3.77%	3.80%
<b>General Funding</b>					
Revenue Support Grant	£12.5m	£12.5m	£12.5m	£12.5m	£12.5m
Council Tax	2.99%	1.99%	1.99%	1.99%	1.99%
Social Care Precept	2.00%	1.00%	1.00%	1.00%	1.00%

### Risk Based Review of General Balances

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

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

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

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

#### Level of Balances – Summary

Level of Risk	£m
High and Medium Risks	55.0

## Proposed Net Budget 2024/25 Planning Forecasts 2025/26 to 2028/29

	Proposed Net Budget 2024/25	Planning Forecast 2025/26	Planning Forecast 2026/27	Planning Forecast 2027/28	Planning Forecast 2028/29
	£m	£m	£m	£m	£m
<b>Health and Care</b>					
Public Health and Prevention	26.980	26.980	26.980	26.980	26.980
Public Health Ring Fenced Grant	(26.980)	(26.980)	(26.980)	(26.980)	(26.980)
Adult Social Care and Safeguarding	45.577	46.930	48.142	49.382	50.649
Care Commissioning	240.531	256.785	266.907	274.497	289.659
Improved Better Care Fund	(32.709)	(32.709)	(32.709)	(32.709)	(32.709)
<b>Sub Total</b>	<b>253.399</b>	<b>271.006</b>	<b>282.340</b>	<b>291.170</b>	<b>307.599</b>
<b>Children and Families</b>					
Children's Services	146.047	149.896	150.787	151.103	152.067
Children's Public Health	11.300	11.300	11.300	11.300	11.300
Public Health Ring Fenced Grant	(11.300)	(11.300)	(11.300)	(11.300)	(11.300)
Education Services	39.262	40.554	41.718	44.594	44.279
Wellbeing and Partnerships	9.419	9.802	10.134	10.473	10.820
<b>Sub Total</b>	<b>194.728</b>	<b>200.252</b>	<b>202.639</b>	<b>206.170</b>	<b>207.166</b>
<b>Economy, Infrastructure and Skills</b>					
Economic Development & Strategic Planning	2.721	2.816	2.890	2.966	3.044
Infrastructure & Highways	41.248	40.919	41.125	42.203	44.103
Transport, Connectivity & Sustainability	50.505	54.387	54.820	56.839	57.665
Skills	8.371	8.468	8.546	8.625	8.706
Culture, Rural & Communities	14.634	15.028	15.325	15.664	16.011
EI&S Business Support	1.247	1.293	1.320	1.348	1.376
<b>Sub Total</b>	<b>118.726</b>	<b>122.911</b>	<b>124.026</b>	<b>127.645</b>	<b>130.905</b>
<b>Corporate Services</b>					
Assets	13.524	13.974	14.357	14.749	15.150
Business Support and Compliance	11.836	12.267	12.603	12.947	13.300
Comms & Marketing	0.965	1.007	1.041	1.076	1.112
People	4.632	4.795	4.930	5.068	5.209
Governance	6.215	6.449	6.646	6.848	7.054
Corporate Services	0.417	0.432	0.443	0.454	0.466
Strategy	4.028	4.670	4.786	4.905	5.027
<b>Sub Total</b>	<b>41.617</b>	<b>43.594</b>	<b>44.806</b>	<b>46.047</b>	<b>47.318</b>
<b>Finance</b>					
Audit & Financial Services	5.876	6.059	6.207	6.359	6.515
Corporate Accounting	4.093	4.226	4.336	4.449	4.565
Finance Management	0.271	0.279	0.285	0.291	0.298
Decision Making Support	2.444	2.521	2.583	2.647	2.712
Treasury & Pension Fund Service	0.253	0.267	0.277	0.287	0.297
<b>Sub Total</b>	<b>12.937</b>	<b>13.352</b>	<b>13.688</b>	<b>14.033</b>	<b>14.387</b>
<b>Service Total</b>	<b>621.407</b>	<b>651.115</b>	<b>667.499</b>	<b>685.065</b>	<b>707.375</b>
<b>Capital Financing</b>					
Capital Financing	17.050	23.869	30.349	30.906	30.906
Investment Fund	3.500	3.500	3.500	3.500	3.500
Centrally Controlled	24.214	25.078	25.976	29.376	29.841
Care Market Pressures	0.045	0.886	0.603	0.395	0.758
Traded Services / Business Partner	(0.936)	(0.936)	(0.936)	(0.936)	(0.936)
Contingency	15.000	8.500	8.500	8.500	8.500
<b>Net Revenue Budget</b>	<b>680.280</b>	<b>712.012</b>	<b>735.491</b>	<b>756.806</b>	<b>779.944</b>
Use of Reserves	4.215	(6.803)	(8.170)	(6.522)	(7.006)
<b>Budget Requirement</b>	<b>684.495</b>	<b>705.209</b>	<b>727.321</b>	<b>750.284</b>	<b>772.938</b>
Revenue Support Grant	(12.438)	(12.438)	(12.438)	(12.438)	(12.438)
Retained Business Rates	(124.102)	(125.462)	(126.888)	(128.418)	(129.875)
<b>Settlement Funding Assessment</b>	<b>(136.540)</b>	<b>(137.900)</b>	<b>(139.326)</b>	<b>(140.856)</b>	<b>(142.313)</b>
New Homes Bonus	-	-	-	-	-
Council Tax Collection Fund Surplus / Deficit	-	-	-	-	-
Services Grant	(3.931)	(3.931)	(3.931)	(3.931)	(3.931)
Social Care Grant	(64.634)	(64.634)	(64.634)	(64.634)	(64.634)
ASC Capacity and Discharge Fund	(7.643)	(7.643)	(7.643)	(7.643)	(7.643)
ASC Market Improvement & Sustainability Fund	(12.471)	(12.471)	(12.471)	(12.471)	(12.471)
Council Tax	(459.207)	(478.738)	(499.304)	(520.698)	(541.862)
<b>Financing Total</b>	<b>(684.426)</b>	<b>(705.317)</b>	<b>(727.309)</b>	<b>(750.233)</b>	<b>(772.854)</b>
<b>(Headroom) / Shortfall</b>	<b>0.069</b>	<b>(0.108)</b>	<b>0.012</b>	<b>0.051</b>	<b>0.084</b>

## **Cabinet - Wednesday 13 December 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:

<b>Cabinet Member</b>	<b>Decision</b>
Cabinet Member for Children and Young People	<p>(i) In approving the extension of contract IA1632 "Improving the emotional health and wellbeing of children and young people in Staffordshire", as per the Contract Particulars, for 12 months from 1 April 2024 to 31 March 2025 (final year). The contract will end 31 March 2025.</p> <p>(ii) In approving the utilisation of funding from SCC public health ring fenced reserves to meet inflationary pressures and maintain service levels in the final year of the contract (1 April 2024 to 31 March 2025).</p>

#### **List of Background Papers:**

Cabinet Member Delegated Decision No. 567.

#### **Contact Details**

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**Telephone No.:** 01785 276133

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## **Forward Plan of Key Decisions - 17 January 2024 - 15 May 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 - 17 January 2024 - 15 May 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
17 January 2024	Public	<b>Homes for Children in Our Care</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	Public	<b>Residential Overnight Education</b> Cabinet Member for Children and Young People (Mark Sutton), Cabinet Member for Education (and SEND) (Jonathan Price)	All 5 schools delivering the provision, all children/young people affected by any decision, staff at all schools and parent/carers of CYP who access this provision.	Neelam Bhardwaja (Tel: 01785 277041) <b>Service Area:</b> Education and Children's Social Care
		Future service delivery options for Residential Overnight Education to be considered.		

17 January 2024	Public	<p><b>Service Provision of Temporary and Interim Human Resources</b> Leader of the Council (Alan White)</p> <p>Staffordshire County Council (SCC) is undertaking the re-procurement of a service for the provision of temporary and interim human resources. Temporary staffing forms a valuable, highly flexible key resource to assist the Council in delivering services. It is anticipated that the value of this procurement may exceed £34M over the proposed term of the contract.</p>	Not Applicable	<p>Sarah Getley (Tel: 01785 854265) <b>Service Area:</b> People Services</p>
17 January 2024	Public	<p><b>Here to Help – Progress Update</b> Cabinet Member for Communities and Culture (Victoria Wilson)</p> <p>The report provides a progress update on the range of support, initiatives, and signposting for residents who are impacted by cost of living pressures</p>	None	<p>Catherine Mann (Tel: 01785 278320) <b>Service Area:</b> Culture Rural &amp; Safer Communities</p>
17 January 2024	Public	<p><b>Carbon Sequestration and Woodland Creation</b> Cabinet Member for Environment, Infrastructure and Climate Change (Simon Tagg)</p> <p>The Corporate Overview and Scrutiny Committee established a Climate Change Working Group to consider how Staffordshire County Council can offset residual carbon and meet its Net Zero commitment by 2050.</p>	Climate Change Working Group	<p>Deborah Breedon (Tel: 01785 276061) <b>Service Area:</b> Sustainability</p>
17 January 2024	Public	<p><b>Natural Environment Strategy</b> Cabinet Member for Environment, Infrastructure and Climate Change (Simon Tagg)</p> <p>To consider a draft Natural Environment Strategy for Staffordshire County Council that sets out how the Council will conserve and enhance biodiversity and the wider natural environment on our land and through our functions.</p>	N/A	<p>Catherine Mann (Tel: 01785 278320) <b>Service Area:</b> Environment &amp; Countryside</p>

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		
17 January 2024	Private	<b>Drug and alcohol services</b> Cabinet Member for Health and Care (Julia Jessel)	Various	Claire McIver (Tel: 07929 756384) <b>Service Area:</b> Public Health and Prevention
		Further consideration of proposals for drug/alcohol contracts		
24 January 2024	Public	<b>Medium Term Financial Strategy 2024-2029</b> Cabinet Member for Finance and Resources (Ian Parry)	Consultation as appropriate for each service area. Overall Community Impact Assessment included within report.	Rachel Spain (Tel: 01785 854455) <b>Service Area:</b> All
		To update Cabinet with the draft budget for 2024/25, the proposed council tax and the MTFS for 2024-2029.		
21 February 2024		<b>Apprenticeship Levy</b> Deputy Leader of the Council and Cabinet Member for Economy and Skills (Philip White)	People Services Legal Services Commercial	Anthony Baines (Tel: 01785 895984) <b>Service Area:</b> Skills & Employability
		Procurement of apprenticeship training providers.		
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) <b>Service Area:</b> Strategy Team and Finance
		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.		

21 February 2024	Public	<b>Equalities, Diversity &amp; Inclusion - progress update</b> Leader of the Council (Alan White)	None	Sarah Getley (Tel: 01785 854265) <b>Service Area:</b> People Services
		To provide an update on the Council's approach to Equalities, Diversity & Inclusion and progress over the past 12 months.		
21 February 2024	Public	<b>Lighting and ITS energy contract procurement proposal</b> Cabinet Member for Highways and Transport (David Williams)	N/A	James Bailey (Tel: 01785 276591) <b>Service Area:</b> Highways and the Built County
		A proposal for procuring a new energy framework that would supply electricity to street lighting and Intelligent Transport System (ITS) assets. The contract would be procured through Crown Commercial Services (CCS), which would start 1 April 2024 for four years and provide 100% renewable energy.		
21 February 2024	Public	<b>Civil Contingencies Policy &amp; Business Continuity Management Policy</b> Leader of the Council (Alan White)	Civil Contingencies Unit	Tracy Thorley (Tel: 01785 276337) <b>Service Area:</b> Corporate Operations
		Staffordshire County Council as a Category 1 responder under the Civil Contingencies Act 2004 has a statutory requirement to have up-to-date policies in place outlining the Councils approach to Civil Contingencies.		
20 March 2024	Public	<b>Joint Enterprise Legacy Committee</b> Deputy Leader of the Council and Cabinet Member for Economy and Skills (Philip White)	TBC	Anthony Hodge (Tel: 01785 277204) <b>Service Area:</b> Business and Enterprise
		To establish a Joint Committee on behalf of Staffordshire County Council and Stoke on Trent City Council to take all decisions within the budget and policy frameworks for both councils arising from the winding down and cessation of the Staffordshire and Stoke on Trent Local Enterprise Partnership (LEP).		

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.		
20 March 2024	Public	<b>Capital Programme for Schools 2024/ 25</b> Cabinet Member for Education (and SEND) (Jonathan Price)	None at this stage	Ian Turner (Tel: 01785 277228) <b>Service Area:</b> Strategic Property
		The Capital Programme for Schools 2024/ 2025 consists of SCC's Statement of Priorities for its schools and associated appendices for major projects and maintenance projects. Programme to be approved by Cabinet for commencement/ completion in 2024/ 2025.		
20 March 2024	Public	<b>Section 75 Agreement for the Provision of Adult Social Care Assessment and Case Management</b> Cabinet Member for Health and Care (Julia Jessel)	Health & Care scrutiny	Amanda Stringer (Tel: 01785 895170) <b>Service Area:</b> Adult Social Care
		Review of Section 75 Agreement for the provision of adult social care assessment and case management		
20 March 2024	Public	<b>Recommissioning of Residential and Nursing Care Homes</b> Cabinet Member for Health and Care (Julia Jessel)	Legal, finance, commercial, ASC operational teams, SARCP and some customer engagement planned in the new year	Andrew Jepps (Tel: 01785 278557) <b>Service Area:</b> Care Commissioning - Health and Care
		Extension to the Dynamic Purchasing System Agreement for the supply of Residential and Nursing Care Home placements, and development, procurement and implementation of a new commissioning model		
17 April 2024	Public	<b>Children and Young People's Emotional Health and Wellbeing Service</b> Cabinet Member for Children and Young People (Mark Sutton)	Not sure yet	Natasha Moody (Tel: 07976 191079) <b>Service Area:</b> Families and Communities Commissioning
		The options paper will outline the current children and young people's emotional health and wellbeing service in Staffordshire and provide potential options for the future of a children and		

		young people's emotional health and wellbeing service, along with a preferred option / recommendation.		Team
17 April 2024	Private	<b>Unregulated Placement Update</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		





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