Leicestershire County Council

Meeting: **Cabinet**

Date/Time: **Wednesday, 23 November 2016 at 2.00 pm**

Location: **Sparkenhoe Committee Room, County Hall, Glenfield**

Contact: **Ms. J. Bailey (Tel. 0116 305 6225)**

Email: **jenny.bailey@leics.gov.uk**

Membership

Mr. N. J. Rushton CC (Chairman)

Mr. R. Blunt CC
Mr. Dave Houseman MBE, CC
Mr. J. T. Orson JP CC
Mr. P. C. Osborne CC
Mr. I. D. Ould CC
Mr. B. L. Pain CC
Mrs. P. Posnett CC
Mr. J. B. Rhodes CC
Mr. E. F. White CC

Please note: This meeting will be filmed for live or subsequent broadcast via the Council's web site at http://www.leics.gov.uk/webcast - Notices will be on display at the meeting explaining the arrangements.

AGENDA

The appendices for the reports nos. 4 - 10 and 14 have been circulated separately. These can be viewed on the County Council's website, at - http://ow.ly/4ICD3065cOr Copies can be obtained by contacting the committee officer.

Item		Report by	
1.	Minutes of the meeting held on 11 October 2016.		(Pages 3 - 10)
2.	To advise of any other items which the Chairman has decided to take as urgent elsewhere on the agenda.		
3.	Declarations of interest in respect of items on the agenda.		
4.	Leicestershire County Council Annual Performance Report 2016.	Chief Executive	(Pages 11 - 16)
5.	Leicestershire Adult Social Care Accommodation Strategy for Older People 2016-2026 - Outcome of Consultation.	Director of Adults and Communities	(Pages 17 - 26)

6.	Progress Report on Implementation Plan for the Communities and Wellbeing Strategy - 2016-2020.	Director of Adults and Communities	(Pages 27 - 34)
7.	Annual Report of the Director of Public Health 2016 - Overview of Health in Leicestershire and the Role of Workplace Health in Improving Health.	Director of Public Health	(Pages 35 - 38)
8.	Transforming and Integrating Practical Housing Support in Leicestershire.	Chief Executive and Director of Adults and Communities	(Pages 39 - 48)
9.	Supporting Leicestershire Families.	Director of Children and Family Services	(Pages 49 - 56)
10.	Response to Department for Education Consultation Document - Schools that work for Everyone.	Director of Children and Family Services	(Pages 57 - 60)
11.	Unaccompanied Asylum Seeking Children.	Director of Children and Family Services	(Pages 61 - 66)
12.	Syrian Vulnerable Persons Resettlement Scheme.	Chief Executive	(Pages 67 - 72)
13.	Developer Contributions Towards County Council Services.	Chief Executive	(Pages 73 - 76)
14.	Place Marketing Organisation - Outline Business Plan.	Chief Executive	(Pages 77 - 86)
15.	Land off Grange Road, Hugglescote - Objection to Traffic Regulation Order.	Director of Environment and Transport	(Pages 87 - 96)
16.	Items referred from Overview and Scrutiny.		
17.	Any other items which the Chairman has decided to take as urgent.		

Leicestershire County Council

Minutes of a meeting of the Cabinet held at County Hall, Glenfield on Tuesday, 11 October 2016.

PRESENT

Mr. N. J. Rushton CC (in the Chair)

Mr. R. Blunt CC	Mr. I. D. Ould CC
Mr. Dave Houseman MBE, CC	Mr. B. L. Pain CC
Mr. J. T. Orson JP CC	Mrs. P. Posnett CC
Mr. P. C. Osborne CC	Mr. E. F. White CC

Apologies

Mr. J. B. Rhodes CC

In attendance

Mr. G. A. Hart CC, Mr. P. G. Lewis CC and Mrs. R. Page CC

483. Minutes of the previous meeting.

The minutes of the meeting held on 16 September 2016 were taken as read, confirmed and signed.

484. Urgent Items.

There were no urgent items for consideration.

485. Declarations of interest.

The Chairman invited members who wished to do so to declare any interest in respect of items on the agenda for the meeting.

Mrs P. Posnett CC declared a Personal Interest which might lead to bias in agenda items 6 (Supported Living Framework 2017-2021) and 7 (Community Life Choices Framework 2017 – 2020 – outcome of Consultation on Future Delivery) as a family member used such Services and as she was Chair of Melton Mencap & Gateway. She undertook to leave the meeting during consideration of this item.

486. 2016/17 Medium Term Financial Strategy Monitoring (Period 5) and Investment Proposals.

The Cabinet considered a report of the Director of Corporate Resources which provided an update on the 2016/17 revenue budget and capital programme monitoring position and sought approval for investments in services predominantly aimed at generating future savings and in Pooled Property Investment Funds. A copy of the report, marked 'item 4', is filed with these minutes.

Mr Rushton CC emphasised the scale of the financial challenges faced by the Authority which had already saved £135m over the past six years and now had to save a further £100m over the next five years. He said that because the Council's financial management had been strong, it had achieved some savings early and this enabled it to invest in projects that would help achieve further savings over the longer term.

Mr Rushton confirmed that with so much uncertainty in the economy and with some areas of the Council's budget under huge pressure, particularly Children's Services, the course of action proposed in the report was necessary.

Mr Ould CC reiterated the difficult challenges faced by the Authority and in particular the growing pressures on Children's Services. In light of this, Mr Ould said that he was concerned that the Government had not enabled social care authorities to raise council tax to support Children's as well as Adult's Social Care and welcomed the proposal to write to the Government to try to address this.

RESOLVED:

(a) That the current position for the 2016/17 financial year as outlined in the report be noted;

(b) That the areas of investment set out in paragraph 45 of the report, to be funded from the projected 2016/17 revenue budget underspend, be approved;

(c) That the investment of up to £10m of the County Council's earmarked funds into a pooled property fund, or a small number of pooled property funds as the Director of Corporate Resources deems appropriate, be approved subject to the medium-term return outlook being acceptable;

(d) That the County Council write to the Chancellor of the Exchequer to draw to his attention the increasing pressures in Child Social Care and the Council's concerns that his predecessor's introduction of the Adult Social Care precept took no account of the pressures on Child Social Care.

(KEY DECISION)

REASONS FOR DECISION:

To enable the County Council to invest resources in investments which will generate future savings.

A total of around £15.6m is expected to be available from the forecast net revenue underspend released in 2015/16. Investment projects have been identified which should assist with future savings, support corporate priorities, and generate income.

Earmarked fund balances not required in the short term can be invested in to Pooled Property Investment Funds, to generate additional income.

To reflect the County Council's concerns regarding the pressures on Child Social Care.

487. Unaccompanied Asylum Seeking Children National Transfer Scheme.

The Cabinet considered a report of the Director of Children and Family Services which set out the implications of participating in the Unaccompanied Asylum Seeking Children (UASC) voluntary National Transfer Scheme and of proposals to disengage from the Scheme. A copy of the report, marked ‘item 5’, is filed with these minutes.

Members noted the comments received from Mr S. J. Galton CC, Leader of the Liberal Democrat Group, a copy of which is filed with these minutes.

Mr Ould CC said that so far only two regions had signed up to the Scheme and not all authorities in the East Midlands area were party to it due to concerns over its operation and insufficient Government funding. He explained that the needs of UASC ‘allocated’ to Leicestershire were complex and most remained living out of the County so as not to disrupt their current living arrangements. The cost of supporting children living out of County was approximately £300,000 per child, per year. Many UASC were, however, expected to have even greater and more complex needs given their experiences, suggesting that the costs to support them could be even higher and in any event, would be much higher than currently estimated and provided for by the Government.

Mr Ould confirmed that the Authority supported the Scheme in principle, but that it was a matter for the Government to ensure it was deliverable and to provide sufficient funding to ensure that participation in the Scheme did not result in the Authority having to cut services in other areas, particularly those for Leicestershire children, to compensate.

Mr Houseman CC said that the County Council wanted to support the Scheme but that it was up to the Government to ensure this was workable and not subsidised by local authority budgets which were already under significant pressure.

RESOLVED:

(a) That the County Council’s commitment to the overarching principle of the Scheme be reaffirmed whilst recognising its responsibilities to prioritise the needs of Leicestershire children and young people;

(b) That the current Service difficulties in meeting the needs of Unaccompanied Asylum Seeking Children who have already transferred to the care of the County Council under the National Transfer Scheme be noted;

(c) That the financial, logistical and placement difficulties being experienced in relation to Unaccompanied Asylum Seeking Children be noted;

(d) That, in light of the above, it be noted that the County Council will disengage from the voluntary Scheme until such time as the Government:

- meets the full costs of placements and service provision;
- makes adjustments to the operation of the Scheme to make it practical to deliver; or
- makes participation in the Scheme mandatory;

(e) That the support of Leicestershire MPs be sought for the County Council’s position.

REASONS FOR DECISION:

A grant is paid to local authorities by the Home Office in relation to the age of the unaccompanied asylum seeking child for the period in which he or she is in care. At its highest rate the grant is sufficient to meet the costs of placements (i.e. with a foster carer) but not the additional support required. At its lowest for older children the grant is insufficient to meet placement costs. The current estimated full year gross cost for supporting 70 unaccompanied asylum seeking children in Leicestershire is £4.64 million which at the present level of Government grant aid would require the County Council to contribute £2.05 million from its own resources.

The County Council's estimated costs include additional annual staffing for social workers, independent reviewing officer functions, and the support of the virtual school (a statutory requirement to promote educational achievement and positive outcomes for all children in the care of Leicestershire) all of which are legitimate costs. There has been no allowance made for any other specialist costs that may be incurred such as educational psychology and special educational needs which will be bespoke to the needs of individual children and are difficult to quantify at this time.

It is also exceptionally difficult to estimate precisely the full cost as the age and needs of the children and young people are not known and without this information, it is impossible to predict the type of care or type of placement they will require.

For children and young people transferred from the care of another authority Leicestershire will be expected to retain placements where children are settled and it is in their best interests to do. This will mean supporting placements outside Leicestershire and potentially at some distance away. At present the County Council is supporting placements in Kettering and Coventry. This creates significant and additional logistical and financial pressures and is at odds with good practice standards which require wherever possible placements to be maintained within County.

488. Supported Living Framework 2017 - 2021.

(Mrs. Posnett CC having declared a personal interest which might lead to bias, left the meeting during consideration of this and the next item).

The Cabinet considered a report of the Director of Adults and Communities which sought delegated authority for the Director to undertake the procurement of a new Supported Living Framework. A copy of the report, marked 'item 6', is filed with these minutes.

Mr Houseman CC said that the proposed new Framework would streamline services, provide a greater volume of business for supplies and achieve economies of scale for the Authority helping it to meet Medium Term Financial Strategy savings.

RESOLVED:

That the Director of Adults and Communities, in consultation with the Director of Law and Governance, be authorised to undertake the procurement of the new Supported Living Framework and to agree the award of, and terms and conditions of the Framework agreement(s) and call off conditions with suppliers for a term of four years from 1st April 2017.

(KEY DECISION)

REASONS FOR DECISION:

The current Supported Living Framework agreement expires on 31st March 2017 and a new contractual framework will be required from 1st April 2017.

The Council's Medium Term Financial Strategy 2016/17–2019/20 identified a savings requirement of £1.165 million by 2019/20 and the new framework aims to provide the structure to facilitate the delivery of these savings.

489. Community Life Choices Framework 2017-20 - Outcome of Consultation on Future Delivery.

The Cabinet considered a report of the Director of Adults and Communities which set out the findings from the consultation on proposals relating to the future delivery of Community Life Choices (CLC) services (often referred to as day services), and sought approval to implement the recommendations detailed in the report. A copy of the report, marked 'item 7', is filed with these notes.

Members noted that comments had been received from Mr Clive Hadfield, Chairman of the Family Carers subgroup of the Leicestershire Learning Disabilities Partnership Board, Clare Clarkson and Peter Warlow, Chief Executive of the Glebe House Project, copies of which are filed with these minutes.

The Director reported that the majority of responders to the consultation did not support the proposals and, as had been reflected in the comments received by the Cabinet, many were concerned that the changes would reduce the social interaction of those with learning disabilities living in residential care and that this would have a negative impact on their health and wellbeing. It had also been suggested that the proposals could put added strain on carers.

Members noted that to address these concerns, alongside the recommendations, mitigation actions had been identified. The Director said that these balanced the need to provide a more equitable service with the need to ensure that eligible service users still had their care and support needs met appropriately.

Mr Houseman CC said that implementation of the recommendations would achieve the necessary MTFS savings and ensure that support was provided more consistently. He said that those who supported the proposals felt it was wrong for the Council to fund people twice and emphasised that care homes did and would continue to provide leisure and social activities.

Mr Houseman agreed that meeting individuals' needs was a priority and confirmed that service users would be offered an individual review of their needs before changes to their CLC services were implemented, allowing for exceptions to be made which might affect the full level of savings achieved.

RESOLVED:

(a) That the outcome of the public consultation exercise, including the comments of the Adults and Communities Overview and Scrutiny Committee be noted;

(b) That the Director of Adults and Communities be authorised to:

(i) Implement Proposals A and B for the future delivery of Community Life Choices as detailed in paragraphs 32-42 of the report;

(ii) Take mitigating actions as detailed in paragraph 53 of the report in order to respond to the concerns raised during the consultation;

(iii) Agree any individual exceptions to the implementation of Proposals A and B where an individual review of needs identifies a clear likelihood of there being a significant adverse impact on the safety or wellbeing of an individual.

(KEY DECISION)

REASONS FOR DECISION:

The new delivery model will support an outcomes-based approach to commissioning; delivering a progressive model of support in line with the principles set out in the Adult Social Care Strategy 2016-20, and savings as set out in the Medium Term Financial Strategy (MTFS) 2016/17–2019/20.

A recent review of current Community Life Choices (CLC) services highlighted that the current practice for individuals in residential care to access CLC does not represent a cost-effective or equitable approach to commissioning individual support as it is not applied consistently to all service user groups. Significant concern was raised by most consultation respondents about potential negative impacts on the welfare of affected people currently living in residential care, and a range of measures to mitigate these impacts will ensure that eligible service users will still have their care and support needs met appropriately. The affected service users will all be offered an individual review of their needs before changes to their CLC services are considered.

The review identified the potential to reduce the number of weeks of CLC-commissioned services in order to deliver efficiency savings. Whilst a majority of consultation responses were not in favour of this many recognised that it would have a low impact on most service users. Where there is the likelihood of a negative impact on individual welfare exceptions will be considered for those who require alternative care during any CLC holiday closures.

Were these changes not made other measures would be needed to achieve the required MTFS savings. The consultation did not identify any alternative ways to make the required savings.

(Mrs. Posnett then returned to the meeting).

490. Government Consultation on the Shale Wealth Fund.

The Cabinet considered a report of the Chief Executive which sought approval for the County Council’s response to the Government consultation on the Shale Wealth Fund. A copy of the report, marked ‘item 8’, is filed with these minutes.

Mr Blunt CC said that the County Council’s proposed response was quite open at this early stage, although it did consider that the fund should benefit the community affected as a whole and that the County Council, or the Combined Authority, would be best placed to administer this at a strategic level to ensure lasting benefits were identified.

RESOLVED:

That the Chief Executive be authorised to respond to the Government consultation on the Shale Wealth Fund, on the basis set out in paragraphs 15 to 19 of the report.

REASONS FOR DECISION:

To respond to a Government consultation on proposals that will affect the distribution of funds from the proposed Shale Wealth Fund.

491. Items referred from Overview and Scrutiny.

There were no items referred from Overview and Scrutiny.

2.00 - 2.40 pm CHAIRMAN
11 October 2016

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Leicestershire County Council

CABINET – 23 NOVEMBER 2016

REPORT OF THE CHIEF EXECUTIVE

LEICESTERSHIRE COUNTY COUNCIL ANNUAL PERFORMANCE REPORT 2016

PART A

Purpose of the Report

1. The purpose of this report is to present the draft Annual Performance Report for 2016.

Recommendations

2. It is recommended that:

(a) The significant transformation activity and positive overall progress in delivering the Council's Strategic Priorities and mitigating the impact of national funding reductions, as set out in the annual report narrative, be noted;

(b) The positive improvement in 96 priority indicators and the service areas highlighted in the performance summary and data dashboards be noted and welcomed;

(c) It be noted that the unfair national funding system:-

(i) makes it increasingly difficult for the Council to deliver improvement across all priority areas; and

(ii) is creating an unequal basis for judging performance

and that the Council will continue to press its strong case for a fair funding settlement;

(d) Low comparative national funding will make it increasingly difficult for the Council to deliver improvement across all current priorities and services and that a reduced set will be required moving forwards;

(e) The Chief Executive, following consultation with the Leader, be authorised to make any amendments to the draft Annual Performance Report prior to its submission to the County Council on 7 December for final approval.

Reason for Recommendations

3. It is best practice in performance management to undertake a review of overall progress on key performance areas at the end of the year and to benchmark performance against comparable authorities. It is also good practice to produce an annual performance report and ensure that it is scrutinised, transparent, and made publicly available.

4. The Council is poorly funded in comparison with other local authorities and this is likely to affect future performance.

5. The draft Report may be modified to reflect comments made by the Cabinet and the Scrutiny Commission as well as to include any final national comparative data which becomes available prior to its consideration by full Council.

Timetable for Decisions (including Scrutiny)

6. The Annual Performance Report 2016 will be considered by the Scrutiny Commission on 16 November and its comments will be reported to the Cabinet.

7. The Annual Report is scheduled for consideration by the County Council at its meeting on 7 December.

Policy Framework and Previous Decisions

8. The Annual Performance Report forms part of the County Council's Policy Framework. The information outlined in the year-end performance report provides performance data which will help the County Council and its partners to improve services and continue to provide value for money.

Resource Implications

9. The report has no direct resource implications.

Circulation under the Local Issues Alert Procedure

None.

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PART B

Background

10. The Annual Performance Report (appended to this report) covers County Council performance over the last 12 months or so. It draws largely on 2015/16 comparative data although older data is included where more up to date information is not available. In some cases the data is more recent, such as the summer 2016 school examination results.

11. The report is divided into two parts – the first part is narrative, describing delivery, progress with implementing agreed plans and strategies and achievements over the last 12 months. It largely focuses on performance against County Council priorities as set out in the Council Strategic Plan and other main service strategies.

12. The second part of the report contains comparative performance data showing current service and theme performance. Comparative data is sourced from a range of acknowledged data sources including the Local Government Association (LG Inform) national data system, Public Health and Adult Social Care Outcomes Framework data, OFSTED and Department for Education data sets and Chartered Institute of Public Finance and Accountancy (CIPFA) data. There is some comparative data still to be published - notably some attainment and children's social care data, which are due to be published by December 2016.

13. The report is presented as a draft document and will continue to be developed to incorporate points made by the Cabinet and the Scrutiny Commission as well as the inclusion of any final national comparative data which becomes available prior to its consideration by the County Council on 7 December. The final Annual Report will be properly formatted and published online via the County Council website (http://www.leics.gov.uk).

Improving Performance

14. It is approaching 3 years since the Council launched major new plans including its Strategic Plan 2014-2018, Transformation Programme, Communities and Commissioning Strategies and updated Medium Term Financial Strategy. Since that time the organisation and services have undergone significant transformation to focus services on delivering priority outcomes, target support towards vulnerable groups, enable more community delivery, move forward digital enablement and respond to austerity by delivering significant financial cuts and efficiency savings. There has also been significant partnership working to help achieve this.

15. The organisation has also been taking forward major plans and strategies to support business and economic growth including transport network improvements, enable the integration of health and social care and improve public health, support children and families with a particular focus on

vulnerable children and ensure communities are safe resulting in Leicestershire being a good environment in which to live.

Performance Summary

16. Overall analysis of the narrative shows strong examples of delivery and transformation across all the theme areas. There are good plans and governance in place which support delivery and improvement. There has been improvement on a number of priority indicators (96) during the last year. Since the Strategic Plan and priorities were agreed there have so far been improvement in 86 of 120[1] indicators (72%). 73 of 115[2] have either currently met or on course to meet the targets set.

17. Some notable improvements during the year include:-

- An increase in the number of people stating that the Council is doing a good job from 55% to 59% and delivery of £35m of efficiency savings. Continued strong economic performance including 92% access to high speed broadband, increased value from tourism activity and lower levels of young people not in employment, education or training at just 3%. Continued good highways maintenance (98%) and delivery of significant major strategic highways network improvements.

- In relation to social care and health, the Council is supporting more people independently outside of residential and nursing care and through self-directed support from 91% to 97%, meeting targets relating to reablement, delayed transfers of care and falls prevention. Supporting more people with learning disabilities (from 65% to 77%) to live in their own home or with family. Reducing mortality from common causes and late HIV presentation and reducing teenage pregnancies (18.5 per 1,000).

- Increasing the number of families being helped through the Supporting Leicestershire Families service. Reducing the average length of time to place children for adoption. Improved GCSE 5 A*-C with English and maths (57.2%), more good school places (87%) and children getting their first choice school.

- Reducing first time entrants to the criminal justice system to the lowest rate recorded at 124 from 190 and increased satisfaction by local residents that anti-social behaviour is being dealt with up to 92.7% from 86%, people feeling safer after dark (up to 90% from 82.1%) and that people get on well together (up to 97% from 94.6%).

- Reducing CO_2 emissions from Council operations, buildings and street lighting/signs and reducing staff business miles. Reducing the amount of waste sent to landfill (from 29% to 27.6% of the total waste received) and less waste produced from Council buildings.

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[1] Total indicators where reporting on improvement is possible.
[2] Total indicators where reporting against target is possible.

Fair Funding and Service Reductions

18. Despite the strong overall delivery the Council needs to maintain a continued delivery focus in a number of areas and take forward a number of agreed strategies and improvement plans. There is also some time lag in the performance data and there is a significant risk that reductions in government funding will in future make it difficult to maintain good delivery levels and limit the ability to target service improvements where required. Preliminary analysis shows, unsurprisingly, a good correlation between those higher funded counties and higher overall service standards and performance levels. It is therefore important that the Council continues to press its strong case for fair funding to support its services and ensure that its comparative performance is assessed fairly.

19. In light of the unfair funding situation and continuing funding reductions, as well as progress on delivering a range of areas within the existing Strategic Plan, the Council is now commencing work on reviewing and further targeting and reducing its priorities. A new Outcomes Framework has been commenced to guide future commissioning and service activity.

Improvement Plans Delivery

20. Areas for continued focus include:-

- Implementing an updated Medium Term Financial Strategy, Transformation Programme and Commissioning Plans. A stronger commercial focus and more digital delivery through a new digital strategy and IT service.

- Continuing to enhance business intelligence, performance focus, contract monitoring and management and feedback processes so that service quality issues are detected and can be addressed.

- Analysis shows Leicestershire, due to unfair funding, is now the lowest spender in a number of areas, with enhanced risks to service delivery and improvement.

- Taking forward a range of new plans to support economic growth including skills delivery, strategic planning and enhancements to the transport network. Continuing the focus on road accident reduction, tackling congestion and sustainable travel.

- Further work to support health and care integration and health Sustainability and Transformation Plans, including effective mental health and child and adolescent mental health services. Continuing to focus on key public health priorities including drug treatment and reducing child obesity.

- Improving satisfaction with the quality of adult social care services, social contact and quality of life and mitigating pressures on adult social care and health as a result of the ageing population.

- A continued strong focus on good children's social care services and safeguarding. Further analytical advice and support to schools to target improvements in educational attainment.

- Continuing effective partnership working with the Police and Crime Commissioner to pursue improvements in crime reduction, vehicle crime and burglary. Seeking to improve reporting of hate incidents and domestic violence.

- Partnership work with communities to support more volunteering and community work such as maintaining library provision and usage as well as other areas of community support for public services.

- Further progressing action plans to support workforce equalities, health and wellbeing and reductions in staff sickness absence.

Background Papers

Leicestershire County Council Strategic Plan 2014-18
http://website/index/your_council/council_plans_policies/our_priorities_and_objectives.htm

Appendix

Draft Leicestershire County Council Annual Performance Report 2016

Equality and Human Rights Implications

21. None arising from this report. The Annual Performance Report incorporates progress of the County Council against key equalities commitments and indicators.

CABINET – 23RD NOVEMBER 2016

LEICESTERSHIRE ADULT SOCIAL CARE ACCOMMODATION STRATEGY FOR OLDER PEOPLE 2016-2026 – OUTCOME OF CONSULTATION

REPORT OF THE DIRECTOR OF ADULTS AND COMMUNITIES

PART A

Purpose of the Report

1. The purpose of this report is to advise the Cabinet of the results of the consultation on the Adult Social Care Accommodation Strategy for Older People 2016-2026 and to seek approval of the Strategy together with the actions proposed in light of the annual review of extra care housing in the County.

Recommendations

2. It is recommended that:

   a) The results of the consultation on the Adult Social Care Accommodation Strategy for Older People including the comments of the Adults and Communities Overview and Scrutiny Committee be noted;

   b) The Adult Social Care Accommodation Strategy for Older People 2016-2026 including the associated Outline Delivery Plan report, be approved;

   c) Action to be undertaken arising from the Extra Care Annual Review 2016 as highlighted in the report at paragraph 21 (b) to (f), be approved;

   d) The developments regarding both existing and potential future investment in Extra Care Schemes be noted.

Reasons for Recommendations

3. Approval of the Strategy and associated Delivery Plan will provide the Council with agreed priorities in relation to accommodation for older people over the next 10 years. Although adult social care doesn't directly provide accommodation, the Strategy has been developed to fulfil statutory duties relating to the Care Act, meet efficiency targets and provide a basis for planning, partnership working and commissioning, in accordance with the overarching Adult Social Care Strategy to prevent, reduce, delay and meet a person's need for services.

4. The views of customers and stakeholders have informed the development of the Strategy which received high levels of support during the consultation. The outcome of the consultation can be found in Appendix C.

5. The annual Extra Care Strategy Review identified further work that would be necessary to maximise the outcomes being achieved from extra care services and savings that could be realised. The views of residents and stakeholders have been taken into account in developing the proposed model and there is support for the provision of further developments.

Timetable for Decisions (including Scrutiny)

6. The Adults and Communities Overview and Scrutiny Committee considered the draft Accommodation Strategy for Older People and Extra Care Review on 6 September 2016 and a summary of the comments are given in paragraph 33.

7. Implementation of the proposed approach to prevent need, reduce need, delay need and meet need, will take place over the full 10-year period covered by the Strategy. Individual activities, as detailed in the Outline Delivery Plan, will be dependent on further collaboration with partners to develop individual projects or business plans and agreeing relevant governance and reporting arrangements.

Policy Framework and Previous Decisions

8. The Care Act 2014 recognises the importance of accommodation in promoting an individual's wellbeing. It expects housing factors to be part of the assessment, with local authorities taking account of the suitability of a person's living accommodation to meet their long term conditions and need for personal care and support. The Act identifies the requirements and the procedures where a local authority is responsible for meeting a person's care and support needs in relation to accommodation.

9. Cabinet previously agreed to fund £1.95 million for the purpose built extra care scheme at Blaby (Oak Court) that is now fully operational. In July 2014, the Cabinet authorised a capital contribution of up to £1.56million towards the cost of the Derby Road, Loughborough extra care scheme, funded from £1.3millon of the capital receipts from the sale of the Council's Elderly Person's Homes and including £260,000 of the County Council's New Homes Bonus for 2014/2015. The scheme is now in the build phase.

10. In June 2016, the Cabinet agreed a direct award of a new care and support contracts for the Gretton Court extra care scheme in Melton Mowbray and extended extra care contracts relating to Connaught House (Loughborough), Birch Court (Glen Parva), St Mary's House (Lutterworth), and Oak Court (Blaby) to ensure continuity for the residents whilst further work be carried out to develop the strategy.

11. The Accommodation Strategy highlights the importance of developing a more integrated approach to delivery and therefore directly supports the implementation of the Lightbulb programme, the council's ambition to work in partnership to deliver service transformation, and recognises the key role communities can play in line with the Leicestershire Community Strategy.

Resources Implications

12. Over the period of the Council's Medium Term Financial Strategy (MTFS) 2016/17–2019/20, growth of £41.3million is required to meet demand and cost pressures across the Council as a whole. The largest element of cost is Adult Social Care (£23.0million). This is mainly the result of increasing numbers of people with learning disabilities and an ageing population with increasing care needs. The Strategy will help to manage these demand-led cost pressures by reducing and delaying people's need for services.

13. The target saving from extra care within the current MTFS is £30,000 in 2016/17 and £95,000 in 2017/18, which relate to the effective development of extra care as a cost effective alternative to residential care. Any further efficiency that can be delivered through the development of extra care will be explored throughout the implementation of the Strategy.

14. The Director of Corporate Resources and the Director of Law and Governance have been consulted on the content of this report.

Circulation under the Local Issues Alert Procedure

15. None. This report is being circulated to all members of the Council via the Members' News in Brief service.

Officers to Contact

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PART B

Background

16. As highlighted in Leicestershire's Joint Strategic Needs Assessment (JSNA), the older population is significantly growing in numbers and life expectancy. Creating a proactive approach, supported by the wider public and integrated with a range of partners, is therefore required to ensure positive outcomes for older people and to ensure delivery of the Council's MTFS. The Strategy sets out how the Adults and Communities Department will work to achieve this through the development of preventative interventions and raising awareness about maintaining independence and planning for accommodation in later life, helping to ensure that fewer people will require formal care and support in the future.

The Accommodation Strategy for Older People

17. This Strategy aims to guide, co-ordinate and facilitate Adult Social Care's contribution to developing different types of accommodation support for older people. It is not intended to be a 'housing strategy', but given the important role housing plays in an individual's health and wellbeing and therefore on their need for health and social care services, the Strategy recognises the value of working in a with the housing sector, health partners, and the voluntary sector, to develop preventative interventions and raise awareness about maintaining independence and planning for accommodation in later life.

18. The Strategy focuses on providing a preventative approach that maintains independence and reduces the demand for more expensive interventions. The Adults and Communities Department will :

    - take a more proactive approach to providing advice and information which relates to housing, to enable people to take more responsibility for maintaining their homes, make changes and plan for their older age;
    - work alongside the county council's strategic planning team and with local district planning authorities to influence the types of homes delivered to better meet the needs of older people in response to the evidence of need.

19. The Department will work with individuals and partner agencies to identify those most at risk and provide early intervention to maintain independence. This will include working with the Lightbulb[1] Programme in the integration of housing, health and care.

20. Wherever possible, the Department will help people to remain at home or as close to home as possible. Through partnerships with Health and other service providers, the Department will work to provide effective reablement services. These can offer support at times of crisis, and help people to regain independence, ideally preventing similar situations in the future.

21. For those assessed as eligible for funding and needing support that cannot be provided by their family and community, services will be provided in a targeted and innovative way. The vision as set out in the Strategy is to develop extra care options.

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[1] Lightbulb is a partnership programme supported by the seven District Councils, health partners and the County Council to bring together a range of practical housing support into a single point of access or referral

Some people will still require residential care, but the aim is that it will only be commissioned where it is the most appropriate and cost-effective option. With this in mind, the Department will:

a) Explore opportunities to develop the Shared Lives Scheme run by the Council;
b) Review and further develop the Council's approach to 24 hour on-site care and support provision for extra care to ensure value for money for both individuals and the Council and which can achieve specific health and social care outcomes, and added social value;
c) Introduce revised eligibility criteria for new applicants to extra care schemes where the Council has nomination rights;
d) Ensure comprehensive assessments and robust allocation protocols are in place to ensure extra care schemes are used appropriately and that individuals are being reviewed and packages of care adjusted in a timely way;
e) Utilise information from the Housing and Economic Development Needs Assessment, and localised analysis being undertaken by some borough and district councils, to identify the need for extra care accommodation in different locations and tenures;
f) Work with partners to identify potential locations and funding options, including attracting investment from mainstream builders to provide new extra care/retirement accommodation in areas where required. This will include marketing the Catherine Dalley/Silverdale site in Melton Mowbray as a potential extra care development opportunity. Interested developers will be invited to submit proposals to the Council about how to make best use of the site, and these will be evaluated to determine options for the Cabinet to consider in due course;
g) Work with partners to ensure combined property assets are used effectively to develop accommodation for older people.

The Local Picture

22. The population of older people in Leicestershire is projected to increase significantly up until 2036. The Leicestershire JSNA predicted that between 2015 and 2030 the number of people aged over 75 years would increase by 39.74% (from 59,900 in 2015 to 94,400 in 2030).

23. Figures from 2011 show that most people over the age of 65 years are living in owner occupied properties:

People aged 65-74	**85.04%**
People aged 75-84	**81.63%**
People aged 85 and over	**72.11%**

24. There is a need for local data to evidence the need for different types and tenures of accommodation that will meet the forecasted demographic changes and inform future planning and accommodation policies. The Council and partners are gathering data through the Leicester and Leicestershire Housing and Economic Development Needs Analysis (HEDNA)[2] 2016, currently being prepared. This will help to identify areas of

[2] HEDNA is the demographic modelling and assessment of housing needs, intended to provide an evidence base to inform the preparation of local plans. It analyses and forecasts employment growth and an assessment of housing market areas and dynamics.

Leicestershire where there are higher numbers of older people and predicted changes in supply and demand for older person's accommodation. Current data available is from the Strategic Housing Market Analysis (SHMA) 2014.

Development of the Accommodation Strategy for Older People

25. Although the development of this Strategy will further support implementation of the Council's Adult Social Care Strategy, significant activity across partners is already being undertaken to address the needs of the older population in terms of accommodation. District Housing Services are already working on their strategies to identify demands and gaps in service provision and innovative ways of addressing these issues. It is important that the needs of older people are given due priority and information is shared to ensure a common approach across the County. This Strategy recognises the value of working in a preventative and integrated way with the housing sector, health partners, and the voluntary sector, to deliver a flexible and co-produced plan that achieves the required outcomes for partners and citizens.

26. The roles and responsibilities for leadership, quantifying the demand for different types of housing, future investment (capital and land transfer) and attracting and agreeing development needs to be determined between the County Council and district councils at a senior level. The local knowledge of district councils is essential, but a county wide approach is needed so that officers can work together to shape facilities. Adult Social Care needs to work closely with policy officers in strategic planning and economic growth departments within the County Council to ensure this Strategy influences planning policies and decisions for the benefit of service users.

Consultation

Process

27. A public consultation exercise on the draft Strategy was held for 12 weeks, from 4 July to 23 September 2016. This aimed to understand the level of support for the Council's proposed approach to develop accommodation strategies to prevent, reduce, delay and meet individual's needs, as outlined in the draft Strategy, and identify areas which may not have been previously considered.

28. The consultation survey was available on the Council's website and as a hard copy on request. A broad audience was targeted and considerable efforts were made to raise awareness of the consultation. The target groups broadly consisted of:

- Leicestershire residents , especially those over the age of 55 years;
- Customers/carers with experience of using or accessing Adult Social Care and/or housing related support;
- Partners/stakeholders, especially agencies working with older people in relation to health, housing and social care;
- Providers/organisations which could be directly or indirectly affected by the proposed Strategy.

Feedback

29. In total 326 customers, carers, staff, partners and other stakeholders attended 21 face-to-face meetings/workshops and a total of 166 completed questionnaires were submitted.

30. The survey was sent to all individuals living within the five extra care housing schemes with which the Council has contracts. Consultation events within each scheme were also held to explore in more detail what helped people decide to move to extra care housing and their views and experience about living in such housing. The events were attended by residents, relatives and some staff. In total, over 68 residents attended the sessions from across the schemes.

31. Responses to key consultation questions were very positive:

    "To what extent do you agree or disagree with our ideas to improve information about housing support?" - 87% "strongly agreed or tended to agree".

    "To what extent do you agree or disagree with our ideas for extra care housing support?" - 84% "strongly agreed or tended to agree".

    "To what extent do you agree or disagree with our ideas for developing accommodation options for older people?" - 84% "strongly agreed or tended to agree".

32. The key themes from feedback can be summarised as:

    - Familiarity with different types of housing related support is variable and more information is needed;
    - A proactive and direct approach should be employed to encourage people to plan for later life, whilst recognising that many people have the capabilities to manage their own decisions;
    - Housing information and support needs to be available to people at times of crisis as sometimes, even if the person has tried to plan for their later life, circumstances can sometimes happen that means the person still needs to make further changes;
    - Loneliness, isolation, transport, maintaining the home and dementia are issues that people feel needed to be addressed;
    - People would like to see stricter planning regulation in terms of the provision of a mix of housing in new developments which includes bungalows.

<u>Overview and Scrutiny</u>

33. In response to questions raised by the Overview and Scrutiny Committee on 6th September 2016, members were advised as follows:-

    (i) Service users would continue to receive residential care if it was the most appropriate accommodation option. The Director emphasised that the draft Strategy reflected the need for a changing landscape of accommodation that was cost effective and catered for a higher demand associated with an increasing older demographic. To that end, expanding the range of alternative accommodation options, such as mixed tenancies and extra care housing was critical;

    (ii) The Disabled Facilities Grant was part of the £39 million Better Care Fund and was administered by the District and Borough Councils. Through the "Lightbulb Project", it was intended to deliver a more integrated approach to social care and housing by ensuing adaptations were made to disabled and older people's homes avoiding the need to seek alternative accommodation;

(iii) The draft Strategy aimed to ensure that individual, community and informal networks of support were used by residents where available. The Committee was assured however, that a Local Authority support plan would be available to meet specific needs as and when required.

34. Further detailed information regarding the consultation process and results is set out in Appendix C attached to this report.

Activity to Support Delivery of the New Model

35. It is intended that implementation will take place over the full 10 years of the Strategy and this is dependent on further collaboration with partners. Initial proposed activity is detailed in the Outline Delivery Plan (an appendix to the Strategy). Key actions are to:

a) Develop a Communication and Engagement plan, including targeted and proactive approaches to prompt people to consider their future accommodation needs in a timely way and be aware of the options available;
b) Consider evidence in relation to the developing Lightbulb Programme approach to remove barriers to accessing information, advice, advocacy and practical support;
c) Utilise the HEDNA to inform the local infrastructure plan, local neighbourhood plans and work with district councils to meet the needs of older people in Leicestershire effectively;
d) Identify opportunities for people to contribute to their community, help individuals and communities to expand networks and find local solutions to transport issues;
e) Work with partners to monitor outcomes from current housing-related reablement projects and consider further pilots;
f) Work with partners in relation to the Sustainability and Transformation Plan[3] to ensure housing solutions are integral to future strategies. The importance of clear and robust leadership and governance arrangements across agencies is vital to achieving this;
g) Review and implement the revised eligibility criteria and processes for extra care with relevant front line workers, extra care providers, allocation panels and wider stakeholders.

36. The Department will continue to engage with its customers, providers and partners to inform all areas of social care delivery, using an outcomes-based approach.

Conclusion

37. The Strategy will provide the Council with an agreed set of priorities in relation to accommodation for older people that will be developed over the next 10 years and which will fulfil the Council's Adult Social Care statutory duties, meet efficiency targets, and provide a basis for planning, partnership working and commissioning in accordance with the overarching Adult Social Care Strategy to prevent, reduce, delay and meet need for services.

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[3] Sustainability and Transformation Plans are a place-based planning framework for the NHS with expectations that it covers local government provision.

Background Papers

Promoting Independence, Supporting Communities: Our Vision and Strategy for Adult Social Care 2016–2020 - http://ow.ly/g6rP305XXxe

Leicestershire Extra Care Housing Strategy for Older People 2010-2015 - http://ow.ly/jfwE305XXCd

Report to the Cabinet on 16 March 2015 - Progress On Taking Forward The Development Of The Extra Care Housing Strategy In Leicestershire - http://ow.ly/hICM305XXI8

(The Housing Learning and Information network http://www.housinglin.org.uk provides a useful source of background and access to most reports referenced in the Strategy).

Appendices

Appendix A: Adult Social Care Accommodation Strategy for Older People 2016-2026
Appendix B: Draft Extra Care Annual Review 2016
Appendix C: Consultation Summary
Appendix D: Equalities and Human Rights Impact Assessment

Relevant Impact Assessments

Equalities and Human Rights Implications

38. The Strategy recognises that the composition of the older population is increasingly diverse in terms of interests, ethnicity, marital status, living arrangements, religion, to name but a few. It may become more challenging to provide environments that will meet everyone's preferences, but the Strategy encompasses personalisation principles which require us to consider service user choice when delivering services. For example, the inclusion of multi-faith prayer rooms can be included into shared accommodation to help address people's preferences.

39. An Equality and Human Rights Impact Assessment (EHRIA) was conducted and the subsequent action plan approved by the Departmental Equalities Group in November 2016. A copy of the approved EHRIA is attached as Appendix D to this report to assist the Cabinet with the exercise of its Public Sector Equality Duty under the Equality Act 2010. Subsequent EHRIAs will be conducted as work-streams and projects emerge from the delivery plan.

Partnership working and associated issues

40. Engagement with partners including health, housing and voluntary sector organisations is critical to the delivery of the Strategy.

Risk Assessment

41. An initial risk log is included as an appendix in the strategy document. This will be continually developed to ensure a full understanding of the probability and impact of risks and mitigations required to address these as business plans and projects emerge.

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Agenda Item 6

Leicestershire County Council

CABINET – 23 NOVEMBER 2016

PROGRESS REPORT ON IMPLEMENTATION PLAN FOR COMMUNITIES AND WELLBEING STRATEGY 2016-20

REPORT OF THE DIRECTOR OF ADULTS AND COMMUNITIES

PART A

Purpose of the Report

1. The purpose of this report is to provide an update to the Cabinet regarding the implementation of the Communities and Wellbeing Strategy 2016-20, with particular regard to the collections hub, market town and shopping centre libraries, and ongoing reviews.

Recommendations

2. It is recommended that:

   a) The progress on the implementation of the Communities and Wellbeing Strategy 2016-20 be noted;

   b) The Director of Adults and Communities be authorised to develop a full SMART library implementation plan and ‘roll-out’ schedule across the County Council funded libraries, subject to the feedback on the initial pilot;

   c) A further progress report be submitted to the Cabinet in Autumn 2017.

Reasons for Recommendations

3. The implementation of the Communities and Wellbeing Strategy will enable the new model for the delivery of services to be implemented over the Medium Term Financial Strategy (MTFS) period whilst continuing to fulfil statutory duties and meet the budgetary requirements and efficiency targets detailed in the MTFS.

Timetable for Decisions (including Scrutiny)

4. The Adults and Communities Overview and Scrutiny Committee will be provided with an update on the implementation of the Strategy in Autumn 2017.

Policy Framework and Previous Decisions

5. The Strategy takes into account a range of legislation, national standards, local strategies and plans as well as nationally published strategic reports. Further details of these are referenced in Part B below.

6. The previous MTFS, for the period 2014/15-2017/18, approved in February 2014 included reductions to budgets across the Communities and Wellbeing Service.

7. In September 2014, the Cabinet approved a remodelling of the library service. Progress made towards the creation of a new service is regularly reported to the Cabinet and the Adults and Communities Overview and Scrutiny Committee.

8. On 12 January 2016, the Cabinet approved a period of consultation on the draft Strategy for the Communities and Wellbeing Service.

9. On 17 February 2016, the Council approved the MTFS for 2016/17 to 2019/20 which included £1.9 million savings for the Communities and Wellbeing Service to be delivered by 2018/19.

10. On the 18 July 2016, the Cabinet noted the results of the consultation and approved the Communities and Wellbeing Strategy 2016-20, authorising the Director of Adults and Communities to action and develop an implementation plan subject to further reports being made to the Cabinet and the Adults and Communities Overview and Scrutiny Committee as appropriate.

11. More detail on the strategic context is given in paragraphs 20 and 21 below.

Resources Implications

12. The Communities and Wellbeing Service's net budget for 2016/17 is £5.2 million. In line with the Council's MTFS this is will reduce to approximately £3.9 million per annum from 2019/20. Given the scale of these savings, service delivery will have to change significantly. The implementation of the Strategy provides the basis upon which these savings will be delivered.

13. The current implementation plan is dependent on the development of robust business cases for two areas of work, detailed in paragraphs 30 a) and b) below. Both of these would require capital investment/invest-to-save funding in order to realise the MTFS savings required.

14. The Director of Corporate Resources and the Director of Law and Governance have been consulted on the content of this report.

Circulation under the Local Issues Alert Procedure

15. This report has been circulated to all Members of the Council via the Members' News in Brief.

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PART B

Background

16. The Communities and Wellbeing Service (the Service) is part of the Council's Adults and Communities Department and comprises a range of cultural, educational and support services including:

- Libraries;
- Museums and Heritage sites;
- Record Office of Leicestershire, Leicester and Rutland (ROLLR);
- Care Online;
- Leicestershire Adult Learning Service (LALS);
- Creative Leicestershire;
- Creative Learning Services.

17. These services are delivered across a range of venues including 16 market town and shopping centre libraries, the Record Office, Museums in Loughborough, Melton Mowbray and Market Harborough, Bosworth Battlefield, the 1620s House and Gardens at Donington le Heath, and the Century Theatre in Coalville.

18. LALS delivers an accredited and non-accredited learning offer across over 130 community venues. As the majority of LALS funding is received through the Skills Funding Agency (SFA) a separate strategy for this service is being developed and it is not included in the Communities and Wellbeing Strategy.

Legal and Policy Context

19. The legal and policy context surrounding the services has been previously summarised in the report to Cabinet dated 12 January 2016 and is attached as Appendix A. Of note is the obligation for the local authority to deliver a 'comprehensive and efficient' library service which it determines according to local need and analysis, and the statutory regulation around the provision of an archive and record service.

Strategic and Financial Context

20. The services that the Communities and Wellbeing Service provides can be mapped as contributing to a range of current local strategies. These include:

- Leicestershire County Council Medium Term Financial Strategy 2016-2020;
- Leicestershire County Council Strategic Plan 2014-2018 (Leading Leicestershire: Transforming Public Services);
- Leicestershire Communities Strategy 2014 (currently being reviewed);
- Better Care Together Five Year Strategic Plan 2014-2019;
- The Adult Social Care Strategy 'Promoting Independence, Supporting Communities' 2016-2020;
- Joint Health and Wellbeing Strategy for Leicestershire 2013-16 (currently being reviewed);
- Digital Leicestershire.

21. The outcomes of this contribution can be summarised as :

- Contributing to Leicestershire’s cultural environment;
- Promoting local tourism;
- Investing in people through supporting employment and skills;
- Building the resilience and capacity of communities to support themselves and vulnerable individuals and families, reducing demand on public services;
- Supporting communities groups to take over relevant services and to work alongside the Council to design and deliver services;
- Supporting initiatives to build social capital;
- Promoting and facilitating access to universal services;
- Improving access to information and advice;
- Contributing to the prevention and reduction agendas of public health and social care;
- Enabling the customer shift to online services.

22. A number of national strategic reports have also influenced the Strategy for the Service. A summary of these is attached as Appendix B.

23. By 2020/21 the Communities and Wellbeing Service budget will be £3.9 million, a reduction of £1.3 million from the current 2016/17 budget of £5.2 million.

24. It was recognised that in order to deliver the savings target a revised service strategy was needed; one that moved away from the direct provision of services and instead supported communities to manage their own delivery and access.

25. The Strategy explains how the Communities and Wellbeing Service will develop and enable access to leisure, heritage, learning and creative services in the future and how it will contribute to the Council’s key strategies relating to children and families, adult social care, health, the economy, digital access, tourism and skills by working in partnership with other organisations and local communities.

Implementation Progress

26. It was acknowledged that implementation of the Strategy would be particularly challenging due to the financial envelope available and the scale of the required reduction.

27. Current work is based on a vision for the Service that is made up of the following elements:

- A network of County Council funded venues that incorporates innovative use of technology that can reduce staff cost and increase public access to some venues (principally libraries);
- The continuation of statutory and non-statutory elements of the Service;
- A single collections hub for a publically accessible base for all museum, archive and educational resources;
- A re-modelled and flexible workforce that continues to support a network of community managed and independent libraries and museums.

28. Recognising the contribution that the Service can make to the strategies and outcomes noted in paragraphs 20 and 21, there is also potential to explore how elements of the service can add value to adult social care and health and consider how alternative funding to support targeted work can be realised, either through outcome-based commissioning, or the use of personalised budgets. For example, specifically commissioned provision to support adults with particular needs, e.g. mental ill health.

29. A programme management approach has been taken to the Strategy's implementation which involves the co-ordinated management of transformation projects and 'business as usual' change management activities.

30. Progress to date with potential transformation projects is as follows:

    a) <u>SMART Libraries</u> – The implementation of SMART library technology at 15 of the Council's 16 market town and shopping centre libraries (the shared and open plan layout of Harborough Library means this technology would not be viable) will allow these venues to open and function in self-service mode. It enables customers to 'swipe' their library card to obtain entry to and exit from the library and provides self-service issue and discharge kiosks for borrowing, returning and renewing items (including the payment of charges). This will enable reductions in staffing costs whilst also offering the potential to increase opening hours. Early indications are that circa £300,000 savings per year will be delivered.

       A full business case with a detailed analysis of the outcomes, benefits, costs, savings and risks is currently being prepared.

       Subject to the necessary approvals, it is intended that initial implementation of SMART library technology will start at Syston library early in 2017. The 'lessons learned' and feedback gathered during this period will be used to inform the development of a full implementation plan and 'roll out' schedule for the other libraries.

    b) <u>Collections Hub</u> - The development of a single 'collections hub' for the curation and access to all museum collections, archives and educational resources will enable reductions to staffing and the delivery of associated savings, whilst also responding to issues relating the current five storage venues and improving the service for customers.

       Initial work to identify the building features, requirements and development issues required to facilitate a collections hub, has led to the preparation of an outline business case. This indicates that up to £400,000 per annum could be delivered through efficiencies in staffing, premises and operating costs.

    c) <u>Service Restructure</u> – The scale of change arising from the Strategy's implementation will require the delivery of a redesigned Service structure and associated Workforce Strategy.

       An initial Service structure, which takes into account the functions required in the future, is currently being developed. The structure will be dependent upon, and be informed by, the progress outlined in a) and b) above.

31. With regard to the ‘business as usual’ change management activities, progress to date is as follows:

    a) Electronic Point of Sale (EPOS) Replacement - The procurement and implementation of a new EPOS system for museum and heritage venues which will better meet the needs of the service and deliver savings.

       Procurement of a new EPOS system is currently underway with a view to the new system being in place for April 2017.

    b) Targeted Services Review – A review of the different specialist work offered by the service and subsequent development of a model for the future delivery of targeted services will ensure that the required outcomes of future service delivery are clearly defined, appropriately marketed, and contribute to outcomes based commissioning.

       Initial work to map current targeted service provision and to investigate the value of the service offer to social care and health services, has been completed. This has indicated that further work is required to engage with social care and health stakeholders to consider the feasibility of providing alternative funding for these services through outcomes-based commissioning or the use of personalised budgets. Stakeholders will include Public Health and Adult Social Care.

    c) Home Library Service Review – A review of the existing service to identify a model for the future which is consistent and increases the efficiency of the service, whilst managing demand.

       Work is underway to review current operations to ensure there is a consistent approach across the service and to explore the introduction of eligibility criteria in order to help manage demand against the staffing and volunteer resources available.

    d) Care Online Review - A review of existing service provision for people at risk of digital exclusion in order to produce an options appraisal for the future viability of the service.

       Work is underway to identify all activity currently undertaken and to determine whether the service is sustainable in the future, and this will be used to develop an options appraisal to inform an appropriate way forward.

    e) Green Plaques Scheme Review – A review of existing service provision to recognise people and places associated with local heritage and identify options for future delivery which will produce savings and increase efficiency.

       A review of the Green Plaque scheme is scheduled to begin in 2017.

32. Delivery of these projects and activities are to be completed over the MTFS term and will be overseen by the (officer) Communities and Wellbeing Strategy Steering Group which governs the agreed workstreams and any associated business activities. In addition, regular progress of this work is reported to the Departmental Transformation Delivery Board and where appropriate to the Corporate Transformation Board.

Alternative Options

33. The work outlined above will determine whether the delivery of the Strategy is feasible within the vision outlined in paragraph 27. If there is a shortfall in meeting the MTFS requirements then further options will need to be explored. These are:

    a) The provision of statutory only services built around library and archive services. This would in effect mean the closure of all other non-statutory services.

    b) A review of the future sustainability of the network of 16 council funded libraries across market town and shopping centre areas.

Background Papers

Report of the Cabinet to County Council, 18 February 2015 “Medium Term Financial Strategy 2015/16- 2018/19” - http://ow.ly/SbldW

Report to the Cabinet, 7 October 2015 “Future Strategy for the Delivery of Library Services” - http://ow.ly/DIx8301Y9pb

Report to the Cabinet, 18 July 2016, Communities and Wellbeing Strategy 2016-20” http://ow.ly/v05P305YFli

Appendices

Appendix A - Legal Context Summary for Libraries, Museums, Archives and Learning Sector
Appendix B - National Strategic Context Summary for Libraries, Museums, Archives and Learning Sector
Appendix C - Communities and Wellbeing Strategy Equality and Human Rights Impact Assessment

Relevant Impact Assessments

Equalities and Human Rights Implications

34. The Equality and Human Rights Impact Assessment (EHRIA), is an overarching impact assessment of the Communities and Wellbeing Strategy. This EHRIA was considered by the Departmental Equalities Group at its meeting in July 2016 and is attached as Appendix C.

35. Individual EHRIAs will be completed for each of the transformation projects and ‘business as usual’ activities which are required to implement the Strategy. However, the EHRIA and the consultation responses to date identify the potential impact of various aspects of the Strategy’s implementation on children, young people and other vulnerable groups such as older people and those with disabilities. These impacts will need to be fully considered together with any steps that may be required to mitigate any adverse impact.

Leicestershire County Council

CABINET – 23 NOVEMBER 2016

ANNUAL REPORT OF THE DIRECTOR OF PUBLIC HEALTH 2016

OVERVIEW OF HEALTH IN LEICESTERSHIRE AND THE ROLE OF WORKPLACE HEALTH IN IMPROVING HEALTH

REPORT OF THE DIRECTOR OF PUBLIC HEALTH

PART A

Purpose of the Report

1. The purpose of this report is to inform the Cabinet of the publication of the Director of Public Health's Annual Report 2016. The Annual Report is a statement on the health of the population of Leicestershire and is a key resource for shaping commissioning decisions to improve the health status of the population. A copy of the Annual Report is appended to this report.

Recommendations

2. It is recommended that:

    a) The Director of Public Health Annual Report 2016 as appended to this report be noted and its recommendations supported;

    b) It be noted that the Annual Report will be submitted for consideration by County Council on 7 December 2016.

Reason for Recommendation

3. The Director of Public Health's (DPH) Annual Report is a statutory independent report on the health of the population of Leicestershire.

4. The purpose of a Director of Public Health is to improve the health and wellbeing of the people of Leicestershire. This is done by reporting publicly and independently on trends and gaps in the health and wellbeing of the population and by making recommendations for improvement to a wide range of organisations.

5. One of the roles of the Director of Public Health is to be an independent advocate for the health of their population. The Annual Reports are the main way by which Directors of Public Health make their conclusions known to the public.

Timetable for Decisions (including Scrutiny)

6. The Annual Report was considered by the Health Overview and Scrutiny Committee on 2 November and its comments are included in Part B of this report, below. The Health and Wellbeing Board will consider the Annual Report on 17 November and its comments will be reported to the Cabinet. The Annual Report will be submitted to the County Council on 7 December.

Policy Framework and Previous Decisions

7. The responsibility for producing an independent report is a statutory requirement of the local authority.

Resource Implications

8. None arising from this report.

Circulation under the Local Issues Alert Procedure

9. None.

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PART B

Background

10. Leicestershire is, comparatively speaking, a healthy county. However, people in Leicestershire are living ever longer lives, meaning that there are increasing numbers of older people living with long-term conditions and disabilities. It is therefore essential that the County Council redoubles its focus on preventing ill health, by focusing on those issues and areas where there are potential causes for concern.

11. The role that work plays in supporting health and wellbeing is important. Conversely, having a healthy population will aid the economic development of Leicestershire. The lead role public health has on 'the wider determinants of health' is not just good for health, it is also good for the economy.

12. The nationally produced Health Profiles are an important snapshot of the health of Leicestershire. Comparative analysis of the Leicestershire health profiles shows a number of topics public health will target, working with partners, in the next year. These include smoking prevalence, recorded diabetes, breastfeeding initiation, and levels of obesity in adults.

13. Key areas from the Report show that:

    - Leicestershire is among the 20 per cent of least-deprived counties nationally;
    - Life expectancy is 6.2 years lower for men and 5.0 years lower for women in the most deprived areas of Leicestershire compared to the least deprived areas;
    - Obesity rates among children are below the national average;
    - Levels of smoking in pregnant women are below the national average;
    - Leicestershire is reporting figures better than the national average for smoking-related deaths and hospital stays for under-18s as a result of alcohol harm.

14. Good health should, among other things, improve an individual's chances of finding and staying in work and of enjoying the consequent financial and social advantages. Whilst 'good' work is recognised to be good for health, staff health and wellbeing also plays an important role in the overall health and productivity of an organisation.

15. Better health does not have to wait for an improved economy. Measures to reduce the burden of disease, to give children healthy childhoods, and to increase healthy life expectancy contribute to creating richer economies. Across our partners, Public Health will work to advocate the use of the workplace wellbeing charter in improving staff health and continue work on the wider determinants of health to maximise the health benefits of economic development.

Comments of the Health Overview and Scrutiny Committee

16. The Committee considered the Annual Report at its meeting on 2 November. The Committee welcomed the report and made a number of comments which it requested were drawn to the attention of the Cabinet, as follows -

    - That the impact of smoking cessation initiatives should be undertaken every 6, rather than 12, months.

    - That further consideration should be given to the reasons for sickness absence from work and the way this was dealt with by managers.

    - A more detailed breakdown on the demographics of shown in Figure 4 of the Report ('Does Not Want A Job') would be helpful.

    - The importance of housing developers including initiatives to improve health in new-build housing schemes, noting that Hinckley and Bosworth Borough Council had made a funding bid to the Design Council in connection with this.

    - Whilst air quality was not one of the indicators for the level of Public Health in Leicestershire its importance was recognised and the Public Health Consultant had designated it as a priority. (It was noted that District Councils could bid for funding to improve air quality in their areas).

    The Director of Public Health undertook to report to the Committee in six months' time regarding the tobacco control, including smoking cessation initiatives.

Background Papers

Director of Public Health Annual Report 2015
http://www.lsr-online.org/reports/director_of_public_health_annual_reports

Appendix

Annual Report of the Director of Public Health 2016

Equality and Human Rights Implications

17. Implementation of the Report's recommendations would have a positive impact on health inequalities.

Agenda Item 8

Leicestershire County Council

CABINET - 23 NOVEMBER 2016

TRANSFORMING AND INTEGRATING PRACTICAL HOUSING SUPPORT IN LEICESTERSHIRE

REPORT OF THE CHIEF EXECUTIVE AND DIRECTOR OF ADULTS AND COMMUNITIES

PART A

Purpose of the Report

1. The purpose of this report is to present the Lightbulb Programme Business Case for transforming practical housing support in Leicestershire and to seek the Cabinet's agreement for the implementation of the integrated model of housing support in line with this Business Case, and approval for the Leicestershire Equipment, Adaptations and Assistive Technology Strategy and associated Delivery Plan.

Recommendations

2 It is recommended that:

a) The potential benefits of service transformation and integration set out in the Lightbulb Programme Business Case be noted;

b) The Lightbulb Programme service model set out in the Business Case as the future mechanism for delivering the housing support offer across Leicestershire be agreed;

c) The Leicestershire Equipment, Adaptations and Assistive Technology Strategy and Delivery Plan be approved;

d) The Director of Adults and Communities, in consultation with the Director of Public Health as Senior Responsible Officer for the Early Help and Prevention Review, be authorised to progress the practical actions set out in the Business Case to support implementation of the Lightbulb Programme service model across the County.

Reasons for Recommendations

3 The proposed new integrated model for housing support would:

- Deliver savings to the health and care economy by maximising the part housing support can play in keeping people independent in their homes; preventing or reducing care home placements or demand on other social care services; avoiding unnecessary hospital admissions/readmissions or GP visits and facilitating hospital discharge;

- Improve the customer journey; making services easier to access and navigate and ensuring the right solution is available at the right time with the right outcome;
- Provide efficient, cost effective service delivery, particularly in relation to the delivery of Disabled Facilities Grants (DFGs).

4 The new Lightbulb model will require a significant level of change and the Business Case also outlines work required across all partners to implement new ways of working during 2017/18, including the ending of related contracts and realignment of investment to support the Lightbulb model.

Timetable for Decisions (including Scrutiny)

5 At the Adults and Communities Overview and Scrutiny Committee on 8 November 2016 the Chair and Spokesperson of the Health and Overview Scrutiny Committee were invited to attend in order to discuss the report and comments are set out at paragraphs 32 to 33 below.

6 It is intended that the proposals will be implemented no later than October 2017, which will allow sufficient time for officers to complete further engagement and complete a detailed Equalities and Human Rights Impact Assessment (EHRIA) relating to the proposed service re-alignment.

Policy Framework and Previous Decisions

7 The Lightbulb Programme sits alongside a range of other initiatives as part of Leicestershire's developing Unified Prevention Offer, ensuring a co-ordinated approach to preventative services both across the County and different stakeholder organisations, including district councils and local Clinical Commissioning Groups. The Lightbulb Programme is represented on the Unified Prevention Board and the strategic direction provided by this Board will ensure the integrated housing pathway developed through the Lightbulb Programme is fully aligned with other initiatives as part of the comprehensive prevention offer.

8 The Lightbulb Programme's integrated approach to housing support directly aligns with the vision outlined in Leicestershire's Adult Social Care Strategy - 'to make the best use of available resources to keep people in Leicestershire independent'. The Lightbulb Programme's service model will help ensure people get the right level and type of support at the right time to help prevent, delay or reduce the need for ongoing support and maximise their independence.

9 The Lightbulb programme will make a significant contribution to achieving the aims set out in the Adult Social Care Older Persons Accommodation Strategy, will support delivery of the Early Help and Prevention Review, and represents an opportunity to work in partnership alongside district councils to achieve service transformation in line with the Councils objectives.

Resources Implications

10 The financial model for the Lightbulb Programme is based on an assumption of no additional resources. A costed model for the Lightbulb service has been developed based on robust mapping of existing demand for housing support across partner organisations.

11 The financial model assumes the new Lightbulb service offer will be implemented from within existing funding streams which currently sit across different partner organisations. These are already directed towards meeting this demand but Lightbulb will bring this funding together to support a new, integrated and cost effective service model.

12 Existing funding streams that have been identified as part of the financial model for the Lightbulb Programme including the following County Council resources:

a) Funding that supports the delivery and processing of assessments for minor adaptations and equipment (currently delivered through the Community Assessment Team (CAT) contract, delivered by the Red Cross at a value of £136,717). If proposals are approved this contract will end in September 2017.

b) Funding that supports the housing based advice, information and signposting offer (currently delivered through the Home Improvement Agency (HIA) contract, delivered by Papworth at a value of £164,683). If proposals are approved this contract will end in September 2017.

c) A proportion of existing occupational therapy resource, freed up as a result of a move towards a trusted assessor approach through the Lightbulb Programme.

13 Further financial analysis and costing work is required to establish the level of funding to be committed to the Lightbulb Programme from the council, recognising that the Lightbulb model represents an efficient and cost effective approach to delivery demonstrated through the attached Business Case.

14 The Director of Corporate Resources and the Director of Law and Governance have been consulted on the content of this report.

Circulation under the Local Issues Alert Procedure

None.

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PART B

Background

15 In 2013, Leicestershire's Housing Services Partnership developed the Housing Offer to Health in conjunction with the Chartered Institute of Housing. The offer included setting out how housing services can support and promote the health and wellbeing of Leicestershire citizens and offering to concentrate the collective efforts of the seven district councils on developing services to help health and social care partners achieve their Better Care Fund objectives. This work was subsequently governed by Leicestershire's Health and Wellbeing Board.

16 The concept of Lightbulb was one of a number of practical opportunities to emerge from this work, now part of the Unified Prevention Offer. The County and district councils in Leicestershire were given a £1million Transformation Challenge Award from the Department for Communities and Local Government in 2015/16 to take the concept forward (see Appendix B).

17 The current picture of housing support in Leicestershire is funded and managed across two tiers of eight local authorities, meaning it is fragmented and difficult to navigate. Different housing support needs are often assessed and dealt with in isolation by different agencies, involving a range of different practitioners resulting in duplication for the end user.

18 At present, waiting times within the various parts of the system can be lengthy and uncoordinated, delaying the social, health and economic benefits to be gained from supporting individuals to continue to live independently in their homes and missing opportunities for more holistic solutions.

19 The Lightbulb Programme will create an integrated, targeted and customer focused pathway across Leicestershire using a new Housing Support Co-ordinator role which will bring together functions currently carried out across the County and district councils. The locally developed Housing 'MOT Checklist' provides an overall assessment of a person's housing support needs, which will highlight areas to be improved, at the earliest opportunity.

20 The Lightbulb Programme pathway will see housing expertise extended more widely and self-help at key contact and triage points (the Adult Social Care Customer Service Centre and First Contact Plus), together with locally based Lightbulb teams delivering the housing support offer including:

a) Assessment and ordering of minor adaptations and equipment;
b) Assessment and delivery of DFG applications[1];
c) Assessment and resolution of wider practical housing support needs:
    - Handyperson service;
    - Home security service.
d) Support with housing related health and wellbeing needs:
    - Warm homes;
    - Energy efficiency;

[1] Note - Completion times for DFGs illustrated in the Lightbulb Business Case (page 25) reflect averages for 2014/15 and delivery times have improved in certain areas (including Oadby and Wigston which has reported an improvement from an average of 48 weeks to 32 weeks).

- Assistive technology;
- Falls prevention;
- Advice and signposting;
- Accessing local support services.

e) Support with planning for future housing needs;
f) Information and signposting to specialist organisations or services.

21 A centralised management, performance monitoring and development 'hub' will ensure consistency and resilience across the County.

22 Lightbulb Programme pilot projects have been running over the past 12 months to test elements of this new service model and provide an evidence base. These pilot projects have shown that the Programme can:

- Produce significant potential savings for the local health and care economy through helping to reduce falls, emergency admissions and length of hospital stay;
- Process efficiency gains, with potential to reduce the delivery cost of DFGs by working collaboratively across Leicestershire;
- Improve customer experience through reduced waiting times and putting the customer at the heart of the process.

23 The Cabinet was informed at its meeting on 16th September that Charnwood Borough Council had objected to the pooling of Disabled Facilities Grant allocation within the Better Care Fund but had subsequently indicated that it wished to progress the matter as per a recommendation of the Integration Executive. This meant that an additional DFG allocation requested by Charnwood be transferred from the BCF pooled budget to Charnwood and that the corresponding amount be transferred by Charnwood to the BCF pooled budget. The County Council has paid Charnwood the full amount (£347,000). At the time of writing and contrary to a press report (2nd November) Charnwood had not paid any money into the BCF, reported as "handed over more than £300,000 to the County Council". It is hoped the matter can finally be resolved soon.

24 Aligned to the development of the Lightbulb Programme, the Adults and Communities Department has developed a new Leicestershire Equipment, Adaptations and Assistive Technology Strategy (attached as Appendix C). This supports the development of a more integrated and efficient approach to delivery and the overall ambition of the Lightbulb Programme - to maximise the contribution that housing support can play in keeping vulnerable people independent in their homes. This approach aims to help to avoid unnecessary hospital admissions or GP visits and facilitating timely hospital discharge.

25 In addition, the recent development of the Adults and Communities Older Persons Accommodation Strategy (a report on which is also on the agenda for this Cabinet meeting) and the outcomes of the public consultation undertaken between July-September 2016 recognise the value of working alongside the Lightbulb Programme to develop a stronger partnership approach to enable the older population over the coming years through effective preventative models of accommodation related support.

26 The Adults and Communities Department has also undertaken reviews of existing contracts or internal functions that can support implementation of a more coherent, better aligned and more cost effective housing support offer through the Lightbulb model, including in-house provision of Occupational Therapy, and commissioned services:

- the Home Improvement Agency, delivered by the Papworth Trust, which provides housing related information, advice, equipment and adaptations. and

- the Community Assessment Team contract, delivered by The British Red Cross which carries out basic assessments for minor equipment and adaptations.

27 The reviews have confirmed that alignment with the Lightbulb Programme model will not only provide opportunity to deliver a more holistic offer from a customer perspective, but will also maximise efficiency of delivery of these forms of services in Leicestershire.

Consultation

28 A customer and carer insight and engagement exercise was completed during 2015. This involved a series of workshops and one to one interviews with carers, service users and the general public. Key findings from this and other, ongoing engagement work have helped to shape the redesigned service model from a customer perspective and ongoing customer feedback mechanisms are embedded in the Lightbulb Programme

29 Key themes from feedback included:

- That early advice is important to help people understand accommodation choices now and in the future;
- There is confusion regarding routes to accessing appropriate support;
- There is confusion regarding the roles and responsibilities of agencies involved in supporting people in the home;
- The necessity, at present, to repeat information to a number of agencies as there is a lack of coordination;
- Health, housing, and social care are not seen as separate issues so integration is key to dealing with them effectively.

30 The Leicestershire Equipment, Adaptations and Assistive Technology Strategy has been shared widely with stakeholders (including the Lightbulb Programme Board, Chief Housing Officers Group, Urgent Care Board and the Integration Executive), who supported the development of closer working via the Lightbulb offer.

31 Consultation on the Older Persons Accommodation Strategy (4 July to 23 September 2016) showed strong support for intentions to improve information and advice regarding housing support and key themes relating to supporting people to plan ahead effectively, understanding the different types of support available and ensuring support is available in a crisis were highlighted in consultation feedback. The following are direct quotes received by respondents from this consultation:

"Clearly the various bodies need to work closer together and work to one common system".

"As we are living longer then the need is getting greater to improve the services that we can provide which is cost effective and benefits all, we also need to educate people more so that we know what is available to us, a one stop shop would be good as a resource centre as its very difficult to find the correct information when it is required".

Overview and Scrutiny

32 The Adult Social Care Overview and Scrutiny Committee considered the Business Case at its meeting on 8 November. Members welcomed the ambitious proposals set out in the business case, as they would improve access to the service and simplify the process for service users. The strengthened link between housing and health was also supported, as good housing was known to have a positive impact on health.

33 Some concerns were expressed around the size of the pilots and the challenge of scaling them up to provide a countywide service. The Committee was assured that the pilots had provided a convincing case that services could be improved and delivered more efficiently.

Proposal

34 It is proposed that the Lightbulb Programme model set out in the Business Case (Appendix A) is supported as the future mechanism for delivering the housing support offer across Leicestershire and that this is implemented by October 2017.

35 It is intended that the CAT and HIA contracts be extended to the end of September 2017, after which the County Council will invest a proportion of the funding to the Lightbulb Programme. These extensions will be undertaken by the Director of Adults and Communities. The Department is also undertaking a review of its in-house Occupational Therapy function to determine the necessary steps required to support Lightbulb service delivery.

36 The proposal to realign current investment in the CAT and HIA contracts to the Lightbulb Programme will be further informed by a period of targeted engagement (with the current providers of the HIA and CAT services and other key stakeholders) and a subsequent, full EHRIA being completed. The purpose of the engagement exercise will be to:

- Ensure the most appropriate approach for realignment of the investment is undertaken.
- Ensure effective consideration of impacts across the service area as a whole.
- Identify any mitigating actions required prior to implementation to ensure a smooth transition into new ways of working.

37 The Director of Public Health has been consulted on the proposed actions, in his role as Senior Responsible Officer for the delivery of recommendations set out in the Early Help and Prevention Review (Cabinet, 17 June 2016). The realignment of investment will support the delivery of a more integrated approach to the delivery of

housing related support and governance relating to any future actions relating to this investment will be aligned to the Early Help and Prevention Transformation Programme.

Background Papers

Report to the Cabinet, 17 June 2016 – Early Help and Prevention Review
http://ow.ly/hWtf305WmRJ

Report to the Cabinet, 16 September 2016 – Better Care Fund Plan/Disabled Facilities Grant
http://ow.ly/6BYz3064YYS

Appendices

Appendix A: Lightbulb Business Case for Transforming and Integrating Practical Housing Support in Leicestershire
Appendix B: Transformation Challenge Award – 2015-16 Final Bid Form
Appendix C: Leicestershire Equipment, Adaptations and Assistive Technology Strategy 2016–2020
Appendix D: Equality Impact and Needs Assessment: Lightbulb
Appendix E: EHRIA for the Leicestershire Equipment, Adaptations and Assistive Technology Strategy 2016–2020
Appendix F: EHRIA - The Home Improvement Agency contract, the Community Assessment Team Contract and related in-house resource

Relevant Impact Assessments

Equality and Human Rights Implications

38 An EHRIA has been completed by Blaby District Council on behalf of all partners as part of the development of the Lightbulb Business Case (attached as Appendix D).

39 An EHRIA screening questionnaire has been completed for the Equipment, Adaptations and Assistive Technology Strategy (Appendix E) and a further screening questionnaire has been completed relating to all elements of implementation arising from this report, including the HIA contract, the CAT contract and in-house resource to ensure effective consideration of impacts across the service area as a whole (Appendix F).

40 The EHRIA's screening forms were presented to the Departmental Equalities Group on the 8th November 2016 and in summary it was noted that:

- The Equipment Adaptations and AT Strategy highlights the intention to move from a landscape of equipment, adaptations and assistive technology that is sizeable and assessment and access pathways that are complex to a more integrated and coherent approach.

- The Strategy was well aligned to the wider Adult Social Care strategy.

- The Lightbulb Programme can be (in part) a delivery vehicle for the strategy i.e. a less complex customer journey, with a single point of access.

- The proposed changes should have a positive effect upon the customer base, improving resolution times, improving complex customer journeys and saving resources.

41 A full EHRIA will be undertaken prior to any implementation of the potential changes referred to within this report, to ensure any risks and required mitigating actions can be effectively identified and addressed.

Partnership Working and Associated Issues

42 Partners have previously recognised the level of change required to transform existing service provision and meet the objectives outlined within this report and, through the Transformation Challenge Award bid, have committed to work together to progress this change. Moving forward through this Lightbulb Programme Business Case will see this commitment continue through the implementation phase, ensuring that residents of Leicestershire will benefit from a greatly improved housing support service offer in the future.

43 In order to maximise efficiency and deliver transformation in relation to practical housing support services in Leicestershire through the Lightbulb Programme, it is vital that all partner organisations are continually committed to supporting the programme.

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Agenda Item 9

Leicestershire County Council

CABINET – 23RD NOVEMBER 2016

SUPPORTING LEICESTERSHIRE FAMILIES

REPORT OF THE DIRECTOR OF CHILDREN AND FAMILY SERVICES

PART A

Purpose of the Report

1. The purpose of this report is to provide an overview of the progress of the Supporting Leicestershire Families Service in the context of the recently published National Evaluation report on the first Troubled Families Programme.

Recommendations

2. It is recommended that the successful outcomes of the Supporting Leicestershire Families programme, including the increasingly positive cost-benefit analysis, be noted.

Reasons for Recommendations

3. A national evaluation of the Troubled Families Programme was published by the Government on 17th October 2016. The SLF programme, which differs from the national scheme in a number of respects, is evidencing good outcomes and wider benefits.

Policy Framework and Previous Decisions

4. The SLF Service model and allocation of resources was agreed by the Cabinet in June 2012. In April 2013 Cabinet received a report on the introduction of the SLF Service.

5. Reports on progress with the SLF were considered by the Scrutiny Commission in June 2013 and the Children and Families Overview and Scrutiny Committee in January 2014.

Resource Implications

6. There are no resources implications arising from this report. Partnership contributions to the Supporting Leicestershire Families pooled budget are in place until March 2019. The Troubled Families Programme Phase Two Payment by Results funding will be added to the pooled budget which equates to £2.2million per year.

Circulation under the Local Issues Alert Procedure

7. None.

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PART B

Background

8. In April 2012, the Troubled Families Unit (TFU) at the Department for Communities and Local Government (DCLG) launched the £448 million Phase One Troubled Families Programme, with the aim of ‘turning around’ the lives of 120,000 families with multiple and complex needs in England. At the core was the desire to achieve an overall shift in public expenditure from *reactive* service provision, based around responding to accumulated acute needs, towards *earlier intervention* via *targeted interventions*, where problems can be addressed before they escalate.

9. The definition of ‘troubled families’ for the programme was based on households who met the following criteria:-

    - are involved in crime and anti-social behaviour
    - have children not in school
    - have an adult on out of work benefits
    - cause high costs to the public purse.

10. The national programme set out ambitious plans to not only ‘turn around’ the lives of the families identified but to significantly reduce the £9 billion annual costs caused by dealing with them. In June 2013, the Government announced plans to expand the Troubled Families Programme for a further five years from 2015/16 and to reach up to an additional 400,000 families across England. £200 million was committed to fund the first year of this proposed five-year programme.

11. Leicestershire’s response was the creation of a partnership approach across agencies to pool resources, including a pooled budget[1] to deliver a programme of intensive support to families with complex and multiple issues who placed demands on the resources of public sector services. From the outset of the programme Leicestershire chose to work with a much broader range of families beyond the prescribed Payment By Results (PBR) criteria set out by the DCLG in order to ensure that the new approach to working with complex families was targeted effectively across the County rather than solely focusing on the achievement of PBR.

12. In October 2014 it was announced that Leicestershire was one of six authorities in England to have achieved 100% of its Phase One target and had therefore drawn down 100% of the available PBR funding (£2.5million). Leicestershire entered Phase Two of the Troubled Families Programme as an Early Starter in September 2014 (meaning they entered the programme 6 months earlier than the April 2015 start date).

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[1] The pooled budget is made up of partner contributions (Clinical Commissioning Groups, LCC, Districts, Office of the Police and Crime Commissioner) and the Troubled Families Unit funding available to all Local Authorities

13. The Phase Two expanded programme set out a much broader focus and the inclusion of families in the programme was now based upon a cluster of six headline issues. To be eligible for the expanded programme, each family must have at least two of the following six problems:-

    i. Parents or children involved in crime or anti-social behaviour.
    ii. Children who have not been attending school regularly.
    iii. Children who need help: children of all ages, who need help, are identified as in need or are subject to a Child Protection Plan.
    iv. Adults out of work or at risk of financial exclusion and young people at risk of worklessness.
    v. Families affected by domestic violence and abuse.
    vi. Parents or children with a range of health problems.

14. This expanded criteria mirrored the approach to identifying families that Leicestershire had in fact decided to take at the outset of the programme. The TFU identified that the Leicestershire's target for the expanded programme is 2770.

National Evaluation

15. On October 17th 2016 the TFU published the National Evaluation of the first Troubled Families programme (2012 – 2015), made up of 6 different reports. The key findings were that the programme had helped local areas transform services for families with multiple problems and in particular, had encouraged new ways of working amongst local service providers, such as better use of evidence in planning services, stronger partnerships, and integration of services. The evaluation also pointed to the success of the 'single keyworker approach' to work with the whole family on all of its problems.

16. The evaluation also attempted to measure the national impact of the programme. That impact study was innovative and experimental, using national datasets to track family outcomes. Whilst the evaluation found that more than 116,000 families on the programme did see real improvement in their lives it was, as has been the case in many social policy impact evaluations of the past, unable to attribute the positive outcomes directly to the programme.

17. Families interviewed as part of the national evaluation were positive about the service with a large majority (76%) saying the help they received through the programme had made more difference to their lives than previous help they had received. They also said they valued the trust, honesty and persistence of keyworkers.

Leicestershire Evaluation

18. As identified above, Leicestershire set out from the start to work with a much broader range of families in order to ensure that a wider set of outcomes were achieved. This meant SLF was working with families who met criteria beyond those set by the national programme. At the outset the SLF set optimistic goals

based on the targets and aspirations of the national programme to achieve significant cost savings.

19. After the first year of delivery Leicestershire decided that a far more measured and long-term approach was required. It had become clear that investment in these families needed to be over a longer period of time to address the complex and inter-generational issues they faced. The SLF programme also reviewed how change was measured, accepting that some issues would not be eliminated but rather required mitigation and better management so that families no longer required formal intervention.

20. Leicestershire has consistently met the National Payment by Results targets through effective targeting of families alongside the delivery of intensive, focused, assertive whole-family support delivered by the 52 Family Support Workers funded through the pooled budget.

21. In addition to reports against the National Payment by Results Scheme, Leicestershire has monitored the SLF programme against a wider set of outcomes, demonstrating significant change for families involved. It has provided cost-benefits information and learned from feedback from case studies and from the families themselves.

Outcomes

22. The appended 2015/16 SLF Annual Report pulls together information from the family star assessment[2] and other worker-collected data to provide an overview of the families supported by the programme in 2015/16.

23. During 2015/16, SLF worked with 797 families, of which two-thirds of these (542) were new cases opening during the year. The families contained 3,806 individuals of which 2,048 (54%) were children, 387 of whom were under 5 years old. Fifty-two percent of these family cases were closed during the year.

24. The report shows that in nine out of the ten assessed criteria, over 60% of families worked with have made positive progress.

Cost Benefits

25. The TFU has required Local Authorities to use the cost savings calculator (CSC) that sets out the potential fiscal benefits of the Programme. Leicestershire’s cost benefits results are as follows:-

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[2] The Family Star Assessment is a tool used by workers to work with families to support and measure change.

Table 2: Return on Investment

	Year 2 (Phase 1 2013/14)	Year 3 (Phase 1 2014/15)
Average cost per family of delivering the SLF Service	£6,286	£6,286
Average estimated cost per family pre-SLF[3]	£4,105	£4,645
Average net cost per family	£2,181	£1,641
Average benefit per family	£858	£2,412
Return on Investment	**£0.39: £1.00**	**£1.47:£1.00**

26. The above return on investment analysis demonstrates that for every pound spent to projected fiscal benefit was 39p in the first year of analysis rising to £1.47 in the second year of analysis. The significant rise in benefits accrued from the first to the second year indicate that the benefits of this programme are accrued over a longer time period as the Service and service interventions are embedded.

27. Whilst the CSC is not able to identify benefits to the various agencies at this time, the County Council's Research and Insight Team replicated the tool from a pilot version of the CSC and found that the potential benefits accrued to the following agencies each year of the evaluation are:-

Table 3 – Benefits by Agency

Agency	Year 2	Year 3
Leicestershire County Council	-£36,978	-£26,489
District Councils	-£24,731	£7,102
Police	£18,919	£624
Ministry of Justice (MOJ)	£16,807	£17,270
HMT (incorporating DWP)	£35,225	£10,726
Fire and Rescue Service	£0	£0
NHS	£69,320	£108,349
School/ educational establishment	-£14,217	£610

Family Voice

28. Throughout the programme the Service has sought feedback from families, both to influence how work is delivered and to ascertain the effectiveness of the approach. This evidence has been pulled together in the case studies (included in the 2015/16 Annual Report). Overwhelmingly, families have said the SLF has had a significant impact on their lives. Partner organisations have also seen the benefits of the Service for the families they are supporting.

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[3] Other services available to families during 2012/13 were the Common Assessment Framework (CAF) process, County, Melton and Charnwood Family Intervention Projects (FIP), Incredible Years Programme, Fun and Families, Living with Teenagers, Family Steps, Youth Offending Services (YOS) parenting, Youth Inclusion and Support (YISP), the Youth Service, and the Children's Centres and Domestic Abuse outreach. It is estimated that these costs would have been incurred from other services had SLF not existed.

"The Supporting Leicestershire Families project is something quite different, and I can't praise it enough" School Headteacher

"I never in a million years thought I would be drug free, I feel like I have a normal life now and my children do too!" Mother

"The continuing, regular, consistent support from workers who have enough time to get to know families and their issues, and to work through things in a calm, non-judgemental and methodical way has paid dividends." GP

"*I feel really supported, nobody has ever seen the whole picture before*" Mother

"*I realised I can do it. Things are hard but I am still going and I never thought I would. I am proud of myself*" Father

Wider Benefits and Service Transformation

29. The national Troubled Families Unit not only set out to achieve individual results for families but to integrate and transform local public services. Leicestershire partners set out to deliver the national programme through shared ownership and leadership across the partnership so were well placed to develop integrated local public services.

30. At the outset of the programme Leicestershire appointed 52 dedicated workers whose brief was to provide intensive family support to vulnerable and complex families in the County. Key to the programme's success was:

- A dedicated worker for each family
- Practical 'hands on' support
- A persistent, assertive, and challenging approach
- Considering the family as a whole – gathering the intelligence
- Common purpose and agreed action.

31. Alongside the positive outcomes for families, the SLF programme has led significant changes across a range of partners and services. District Councils have taken a key leadership role across the programme working to ensure that services at a locality level are dealing with families holistically and taking a preventative approach to issues. Workers on the ground are sharing information with other professionals to not only help identify vulnerable families but to ensure that their plans are aligned to avoid duplication of effort across agencies.

32. The County Council's Children and Family Services has merged its Early Help Services into a single structure that has not only achieved financial efficiencies but has enabled the model developed through the SLF Programme to be embedded across a greater range of services e.g. family work and youth work.

33. Senior Leaders across the partnership remain committed to the ethos of the programme, evidenced by the continued commitment to collaborative working by front line staff and agreement to maintain the pooled budget for the next three years.

Conclusion

34. The Prime Minister's spokeswoman made a formal statement following the publication of the national evaluation in October:

    "The work that's been done by the Government to look at the impact of the programme shows that these families have seen significant improvements in their lives. We've seen improved school attendance, youth crime down, anti-social behaviour down and in more than 18,000 cases an adult holding down a job for three months or more, which is an improvement on the situation before.

    We are absolutely committed to continuing to help this group of people, to help these vulnerable families that have some of the most complex needs of people in the country. Of course we should look at the evidence to see how it's working and see how things could be done differently, to learn from it and see if there's more we can do to help these people".

35. The evidence presented above demonstrates the significant impact that the SLF Service is having on families' lives across Leicestershire. Alongside this the programme continues to perform well against the national payment by results scheme and has continued commitment from partners across Leicestershire in the delivery of services.

36. Having considered the national evaluation alongside our own evaluations the Council remains confident of the effectiveness and value for money of the programme operating within the County. As such it remains committed to the three-year programme in its present form which it would wish to continue to its fruition. This is of course dependent upon the Government continuing its sponsorship, and if there were to be any significant changes to this on the back of the national evaluation the County Council would of course need to re-evaluate its position.

Background Papers

Report to the Children and Families Overview and Scrutiny Committee on 20 January 2014 "Supporting Leicestershire Families Performance Monitoring Report".
http://ow.ly/BsO33064NNt

Appendix

Supporting Leicestershire Families Annual Report 2015/16

Equality and Human Rights Implications

37. There are no equality or human rights implications arising from this report.

Leicestershire County Council

CABINET – 23 NOVEMBER 2016

RESPONSE TO DEPARTMENT FOR EDUCATION CONSULTATION DOCUMENT – SCHOOLS THAT WORK FOR EVERYONE

REPORT OF THE DIRECTOR OF CHILDREN AND FAMILY SERVICES

PART A

Purpose of the Report

1. The purpose of this report is to seek the Cabinet's approval of the proposed response to the Department for Education (DfE) consultation entitled "Schools that work for everyone".

Recommendations

2. It is recommended that the Cabinet:

   a) Notes the content of the DfE consultation, in particular the proposals relating to the greater involvement of Universities and Independent Schools in the state education sector, the potential for development of selective (grammar) schools, and relaxation of admissions for faith schools;

   b) Approves the County Council's response to the consultation as set out in the Appendix to this report.

Reasons for Recommendations

3. To respond to a key consultation on proposals that will have an impact on the running of schools and in particular the potential establishment of selective schools throughout England which could significantly change the educational landscape of Leicestershire.

Timetable for Decision (including Scrutiny)

4. The DfE consultation started on 12 September 2016 and is due to end on 12 December 2016.

5. The proposed response to the consultation has been circulated to the Chairman and Spokesmen of the Children and Family Services Overview and

Scrutiny Committee, and any comments received will be reported to the Cabinet.

Policy Framework and Previous Decisions

6. The consultation builds on the previous DfE white paper called 'Educational Excellence Everywhere' which was published in March 2016 and sets out the future role of the local authority in education and the further development of a school led system. The Government have recently announced that the white paper now known as the 'Education For All Bill' will no longer be taken forward in this session of Parliament.

7. The potential for new grammar schools (selective education) was discussed at the meeting of the County Council on 28th September 2016. A link to the minutes of this meeting are attached at the end of this report

Resource Implications

8. None at present but if implemented some of the recommendations may have significant resource implications for the Authority i.e. transport costs.

Legal implications

9. None.

Circulation under the Local Issues Alert Procedure

10. None

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PART B

Background

11. The DfE consultation document 'Schools that work for everyone' builds on the Educational For All Bill (previously referred to as the Educational Excellence Everywhere white paper). The consultation proposals aim to put an end to any schools underperformance that the Government believes exists in pockets throughout the country. It further aims to expand the number of good school places available to all families, not just those who can afford to move into the catchment areas of the best state schools, pay for private education or those belonging to certain faiths. The consultation sets out proposals to give all schools with a strong track record, experience and valuable expertise, the incentive to expand their offer to more pupils with the intention of driving up standards and giving parents greater choice and control.

12. The consultation asks searching, open questions about the future of education in this country and its impact on local authority schools. It focusses on how to unlock four existing parts of the educational community so that they can have a bigger impact on all children.

    a. Independent schools – many of these schools make a contribution to the state sector but the Government wants them to do more. The Government wants stronger more demanding public benefit tests for independent schools to retain the benefits associated with charitable status. The intention is for independent schools to offer more places to the less able who cannot afford them, and to sponsor or set up schools in the state sector.

    b. Universities – the Government wants them to do more to widen participation, help more children to reach their full potential, and to open or sponsor schools in exchange for the right to raise their fees.

    c. Selective schools – many selective schools exist throughout the country and are in high demand. The Government wants to analyse how they can open up excellent places to more children particularly in the most disadvantaged areas. The consultation proposes to relax the rules on expanding existing selective schools; allow new ones to open, and non-selective schools to become selective where there is demand. The Government wants selective schools to raise standards in every part of the school system, for example by opening feeder primary schools or by sponsoring local non-selective schools.

    d. Faith schools – the current rules to promote inclusion mean that when faith free schools are oversubscribed they have to limit the number of pupils admitted on the basis of faith to 50%. The Government wants to remove this barrier so new places can be created, and to consult on more effective ways to ensure all new faith schools are truly inclusive. The consultation looks at new requirements for proposers of free schools to demonstrate that they are attracting applications from other faiths; establish twinning arrangements with schools not of their faith;

consider sponsoring underperforming non-faith schools and bring other members of faiths and no faith onto their governing body.

13. A further key proposal is to select children on the basis of ability at the age of 14 and 16 years, as well as at 11 years of age, and for each school to determine their own admissions selection process.

Response to the Consultation- general conclusion

14. The DfE ambition is fundamentally concerned with driving up standards and ensuring there is good access to, and choice of, schools. This is largely in keeping with the County Councils ambition for Leicestershire schools, 86% of which are now rated good or outstanding by Ofsted. There is further capacity to improve the approach so far taken in Leicestershire by ensuring that every child has access to a good quality school place. The current approach serves to demonstrate a system that is working well in terms of meeting the needs of learners.

15. The proposed response to the consultation set out in the Appendix to this report makes the point that good education should be available to all, and whilst welcoming some aspects of the proposals, questions the necessity of others, and how they might be made to work effectively by the Government.

Relevant Impact Assessments

16. Any new selective schools will inevitably have an impact on existing school participation, the admissions process and the inclusive environment of the existing school infrastructure.

Equality and Human Rights Implications

17. There are no direct Equality and Human Rights implications arising from the County Council's response to the consultation. However, any subsequent change to Leicestershire schools arising as a consequence of the implementation of the consultation proposals would be subject to an Equality and Human Rights Impact Assessment at the appropriate time.

Background Papers

DfE Consultation paper 'Schools that work for everyone' - http://ow.ly/Hvgp3064QUf

Educational Excellence Everywhere White Paper - http://ow.ly/vQPu3064QY0

Minutes of the County Council meeting held on 28 September 2016
http://politics.leics.gov.uk/ieListDocuments.aspx?CId=134&MId=4778&Ver=4

Appendix

Schools That Work For Everyone - Response of the Leicestershire County Council

CABINET – 23RD NOVEMBER 2016

UNACCOMPANIED ASYLUM SEEKING CHILDREN

REPORT OF THE DIRECTOR OF CHILDREN AND FAMILIES

PART A

Purpose of the Report

1. The purpose of this report is to update the Cabinet on the County Council's response towards Unaccompanied Asylum Seeking Children (UAS children) and on representations made regarding the financial cost incurred in meeting the needs of such children.

Recommendation

2. The Cabinet is recommended to:

   a) Note the increase in the number of Unaccompanied Asylum Seeking Children being accommodated in Leicestershire;

   b) Note that there exists a potential for additional young people previously housed in Calais having to be accommodated if they have family connections in Leicestershire;

   c) Note the comments made by the Home Secretary and the Immigration Minister to review the current formula for funding young Unaccompanied Asylum Seeking Children but to re-affirm its previous decision to disengage from the voluntary National Transfer Scheme until the full costs of providing for such young people are met;

   d) Note the increasing difficulty being experienced in identifying appropriate placements for such young people, and also the Government's proposed Controlling Migration Fund to help meet related costs, the details of which have still to be assessed.

Reasons for Recommendation

3. The current estimated cost of supporting 70 UAS children in Leicestershire is £4.64 million, which at present levels requires the County Council to contribute £2.05 million of its own resources. The recommendations seek a continuing commitment from the Cabinet to support UAS children, who are the Council's direct statutory responsibility, and only re-engage with the National Transfer Scheme when the full costs are met by the Government.

Timetable for Decisions (including Scrutiny)

4. A report regarding UAS children was submitted to the Cabinet in October and on 3 November 2016 this was also considered by the Council's all-party member panel on Refugees and Unaccompanied Asylum Seeking Children.

Policy Framework and Previous Decisions

5. The County Council has a statutory duty to look after UAS children who arrive in the County. The National Transfer Protocol is a voluntary agreement intended to ensure the fairer distribution of UASC placements across the country.

Resource Implications

6. The Children's Social Care budget is under considerable pressure. In the current year £7.9 million of additional growth was allocated to meet spending pressures following a £4.6 million overspend in 2014/15. Even without the added pressure of UAS children it is anticipated that further growth will be required in 2017/18 and later years.

Consultation under the Local Issues Alert Procedure

7. A copy of this report is being circulated to all members of the County Council via the Members News in Brief Service.

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PART B

Background

8. There are four ways in which an unaccompanied asylum seeking child can become the responsibility of the County Council.

   i) Spontaneous Arrivals

   These are unaccompanied children who arrive and present themselves at locations within Leicestershire – East Midlands Airport, Donington Services and Junction 21 of the M1 (i.e. they arrive outside normal immigration channels).

   ii) Dublin Treaty III

   This relates to children who were in the refugee camp in Calais and who have family in the Leicestershire. (Those with family elsewhere in the UK would come under the National Transfer Scheme.)

   iii) 'Dubs Amendment' Children

   The House of Lords 'Dubs amendment' to the Immigration Act 2016 will allow for the resettlement of unaccompanied children from within Europe where it is in the best interest to do so and where such children were registered before 20th March 2016.

   iv) National Transfer Scheme

   This is a voluntary agreement which aims to ensure a fairer distribution of UASC placements across all local authorities and regions.

9. The County Council is currently engaged in the first two of these and had previously committed to take in seven children under the National Transfer Scheme.

Unaccompanied Asylum Seeking Children in Leicestershire

10. As of 30th September 2016 there were 31 UAS children in care under Section 20 of the Children Act. Of these, an in-house placement was found for one and the other 30 were placed in private provision (Independent Foster Carers or semi-independent accommodation). Of those 31 children, 7 had been transferred to the County Council under the National Transfer Scheme. In addition, there are 27 former UAS children now over the age of 18 for whom the Council has continued responsibility as care leavers until the age of 25.

11. Based on the threshold of 0.07% of the child population, the calculation used by the Home Office for the National Transfer Scheme, the County Council would be expected to look after 94 UAS children. Taking into account the current number looked after, the County Council would be expected to care for a further 63 (the 27 UAS children above the age of 18 do not count as part of the calculation).

Issues Facing the County Council

12. The two key issues facing the Council in dealing with UAS children are financial constraints and placement availability. Each is addressed below.

    Financial

13. The Home Office grant does not cover the full cost of placements of UAS children. Those under 16 are always placed in a family based placement which requires a greater financial commitment. The County Council estimates that the gross cost of supporting 70 UAS children is £4.64 million whereas the Government contribution amounts to £2.60 million. Recent research undertaken by the Association of Directors of Children Services (ADCS) found similar results and concluded that even the 'enhanced Home Office grant rate covers no more than 50% of costs incurred by the local authority'.

14. The financial concerns expressed by the County Council have been echoed by a number of authorities across the country. The ADCS research found that 43 of 44 local authorities surveyed were of the view that the national funding provided was insufficient. The one authority which considered the funding satisfactory did so on the basis that it was sufficient if a child received an in-house foster placement but not any other type of placement.

15. Following the Cabinet meeting in October, the Leader of the Council wrote to all Leicestershire MPs seeking their support for the Council's request that the full costs of placement and service provision should be met. In addition, the Local Government Association and the ADCS have made representations to the Government on this issue.

16. The Government's response to these representations has been to indicate that it would review the current arrangement. In an answer to a recent question from Alberto Costa MP, the Home Secretary said:

    'I pay tribute to Leicestershire County Council and all the local authorities that have stepped up and accepted unaccompanied children under the National Transfer Scheme. I assure my Hon. Friend that the Government are committed to funding local authorities for the care of unaccompanied asylum-seeking children. In July we significantly increased the rates by up to 33%. We will keep these arrangements under review.'

17. At the subsequent ADCS Conference the Immigration Minister made a similar pledge, though no timescale has been given. Whilst these commitments to review are to be welcomed, they still leave the County Council to have to find over 50% of the costs of UAS children from within its own resources, at a time of significant budgetary pressures caused by reductions in funding and increased demand from additional and more complex placements.

18. The Government through the Home Office, the Department for Education and the Department for Communities and Local Government have now announced a new national Controlling Migration Fund which relates in part to UAS children. Its provision and requirements are being assessed.

Placement Availability

19. The number of unplanned UAS children has increased the demand for placements at a time when the number of children being looked after is increasing. Most are placed in foster care placements or semi-independent accommodation.

20. As of 30th September 2016 there were 498 children in care excluding UAS children whilst the Fostering Service has 209 mainstream and kinship carers. As a result the County Council is having to make increasing use of Independent Fostering Agency placements and to pay a premium for such placements.

21. The County Council along with all other authorities has a shortfall in foster carers. In January 2016 the Fostering Network calculated that an estimated 7600 foster carers were needed in England to meet placement demands.

22. These concerns regarding placement sufficiency were raised at the recent ADSC Conference. The Immigration Minister in response indicated that the Government was looking to establish a new scheme and fund aimed at providing some financial assistance for recruiting foster carers and other infrastructure costs, i.e. the Controlling Migration Fund.

Conclusions

23. The decision of the Cabinet on 11th October 2016 recognised the County Council's responsibilities to support refugees and UAS children but also its responsibilities to prioritise the needs of Leicestershire children and young persons. The commitment from Ministers to review the current arrangements whilst welcome, does not alter the position that the Council found itself in October. Without a clear commitment of financial support to meet the full costs of UAS children, the Council regrettably cannot commit to participating in the voluntary National Transfer Scheme or give any commitment to participation in the resettlement of any 'Dubs Amendment' children.

Background Papers

Report to the Cabinet on 11 October 2016 - "Unaccompanied Asylum Seeking Children Voluntary National Transfer Scheme" - http://ow.ly/7sPC305YNPE

Equality and Human Rights Implications

24. The Government has given a commitment to supporting UAS children and their families. The County Council shares the commitment to supporting UAS children who present in the area on a spontaneous basis and will discharge its statutory responsibilities to such children. The resettlement of UAS children in the County through the National Transfer Scheme or those arriving under the 'Dubs Amendment' can only be done if the Government commits to funding the full cost of their placements and care.

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Leicestershire County Council

CABINET – 23rd NOVEMBER 2016

SYRIAN VULNERABLE PERSONS RESETTLEMENT SCHEME

REPORT OF THE CHIEF EXECUTIVE

PART A

Purpose of the Report

1. The purpose of this report is to provide an update on the Syrian Vulnerable Persons Resettlement Scheme (SVPRS) and the resettlement of families under the Scheme.

Recommendations

2. The Cabinet is asked to note:

   a) The arrangements put in place by the County Council and partners to support the placement to date of six families from Syria;

   b) Ongoing discussions with the district councils to review the governance arrangements and to ensure the allocation of the SVPRS funding for social care and education costs are in line with Government guidance.

Reasons for Recommendations

3. To ensure that the Cabinet is aware of the latest position regarding the SVPRS, and to seek to ensure the Scheme is appropriately governed and properly deploys Government funding.

Timetable for Decisions (including Scrutiny)

4. There is no specific deadline but early resolution of governance arrangements and funding allocations is desirable.

Policy Framework and Previous Decisions

5. The Government has committed to take in and support up to 20,000 refugees over the life of this Parliament. The County Council has agreed to respond and assist refugees as helpfully and positively as it can whilst recognising that its capacity to assist will be governed by available resources.

Resource Implications

6. There are no resource implications directly arising from this report. Refugee households arriving in Leicestershire will require support from a range of services, including those provided by the County Council. As set out in Part B of this report below the Government is making funding available to help cover these costs and it is important that this is deployed in a manner which most effectively meets the needs of refugee households, and is consistent with Government guidance. There are concerns, detailed below, as to how Charnwood Borough Council (which is acting as the district lead authority for the SVPRS) proposes to deal with social care costs incurred by the County Council in support of resettled Syrian refugee households.

7. Separately, the County Council is pressing the Local Government Association in its discussions with the Government to ensure that the funding for the SVPRS Scheme is sufficient, i.e. on a full cost basis, and sustainable in order to minimise financial and other resource pressures on local authorities, particularly the budget for children's social care.

Circulation under the Local Issues Alert Procedure

None.

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PART B

Background

8. The Government has resolved to resettle up to 20,000 Syrian refugees in the UK by the end of this Parliament, under the SVPRS.

9. The primary purpose is to resettle 20,000 vulnerable Syrian persons from the Middle East and North Africa (MENA) region in a way that ensures national security and public protection, has the wellbeing of the vulnerable persons and welcoming communities at the centre of decision-making, and delivers value for money for the UK taxpayer.

10. The SVPRS is run in partnership with the United Nations High Commission for Refugees (UNHCR) and is intended to demonstrate the UK's support for the UNHCR's global effort to relieve the humanitarian crisis through the provision of resettlement opportunities for some of the most vulnerable Syrian people.

11. The beneficiaries of the scheme must have registered with the UNHCR in Turkey, Iraq, Lebanon, Jordan, Egypt or other countries across the MENA region as a result of the current crisis and the UNHCR must consider them to meet one of their seven vulnerability criteria to be eligible for the Scheme, which are -

- Women and girls at risk
- Survivors of violence and torture
- Refugees with legal and/or physical protection needs
- Refugees with medical needs or disabilities
- Children and adolescents at risk
- Persons at risk due to their sexual orientation or gender identity
- Refugees with family links in resettlement countries

12. The Cabinet on 11th September 2015 agreed to support the Government in its aim to resettle vulnerable Syrian families. (Note the SVPRS is a separate scheme to the National Transfer Scheme in respect of Unaccompanied Asylum Seeking Children (UASC) which is the subject of a separate report on this agenda.)

Resettlement of Families in Leicestershire

13. The first two families arrived in September and were housed in Loughborough.

14. At the end of November a further four families are expected and they will be housed in North West Leicestershire and Melton.

15. At this stage, the local offer from the district councils is to take families in the lowest category of need. However, given the background and experience of these families it is likely that they may still have significant support requirements. Arrangements are in place for social care assessments to be

undertaken if and when referrals are made by family support workers, schools and others.

Local Implementation and allocation of SVPR Funding

16. As reported previously to the Cabinet in October, Charnwood Borough Council is leading the scheme in Leicestershire and Rutland and has employed a SVPR Scheme Co-ordinator. Charnwood is seeking to co-ordinate the securing of properties and to procure support services for resettled families on behalf of all the district councils and Rutland Council. The County Council is liaising with the Scheme Co-ordinator on the provision of relevant services, including providing advice on accessing school places, and social care support.

17. Concerns about the approach taken by Charnwood Borough Council were reported to the Cabinet at its meeting on 16th September. Its decision, which is set out below, was communicated to Charnwood and the other Leicestershire district councils.

    a) *That the County Council remains committed to assist in the resettlement locally of families under the Syrian Vulnerable Persons Resettlement Scheme (SVPRS) in keeping with its previous decision and will provide support in accordance with its responsibilities;*
    b) *That it is regrettable that the key issue of social care costs remains unresolved and that the County Council's dealings with Charnwood Borough Council, who are co-ordinating the response to the SVPRS of the district councils as housing authorities, have not been productive;*
    c) *That the recognition by Charnwood Borough Council officers on 13th September that Government funding to support the SVPRS can be used for social care costs, a change from Charnwood's previous position, is welcomed, but the arrangements for and level of reimbursement need clarification taking account of advice from the Regional Strategic Migration Partnership, the Local Government Association and the Home Office;*
    d) *That a unilateral decision by district council officers to draft and sign memoranda of understanding directly affecting the County Council is unacceptable;*
    e) *That the County Council would expect a change of view from district councils in regard to the local governance of the SVPRS, where their decisions currently exclude the County Council and elected members;*
    f) *That no memorandum of understanding will be considered or signed by the County Council until the County Council is satisfied as to arrangements in respect of governance and funding;*
    g) *That the County Council's response to the Government's National Transfer Scheme for Unaccompanied Asylum Seeking and Refugee Children and the Government's Vulnerable Children's Resettlement Scheme, which carry significant financial and other consequences for the County Council, and which will be the subject of a report to the next Cabinet meeting, will be considered alongside the ongoing response to the SVPRS;*
    h) *That a copy of this resolution be sent to all district councils.*

18. The Government published a Funding Instruction earlier in the year for Year 1 of the SVPRS as to how its funding should be allocated locally, including for housing, social care and education costs. This was a Funding Instruction only for 2016/17. The County Council disagreed with Charnwood Borough Council's view that social care funding payable to the County Council should be limited. It is the County Council's view that the entirety of the funding made available by the Government can be used to support the full range of eligible services which includes social care, and that appropriate governance arrangements need to be in place to manage the allocation of resources. That position is reflected in the Cabinet resolution set out above. Recently the Government has issued the Funding Instruction for Years 2-5 of the SVPRS. Helpfully, this is very clear that Government funding should not be ringfenced and emphasises the importance of flexibility. It therefore confirms the County Council's view as correct.

19. No response was received to the Cabinet resolution until a response from Charnwood was received on 4th November. An invitation to the County Council to meet with some district councils and the co-ordinator of the Regional Migration Partnership, at which Charnwood would be present, had previously been extended by Blaby District Council, and took place on 7th November. Some progress was made in respect of funding and governance, but nothing has yet been formally agreed by the district councils or Charnwood as the lead authority, and a further meeting is planned to reach agreement on specific governance and funding arrangements.

Conclusion

20. The County Council is committed to play an active and positive role in supporting the resettlement of Syrian refugees. It is regrettable that the County Council was not consulted or involved in governance and grant distribution arrangements proposed by Charnwood Borough Council. Whilst a formal response from Charnwood and/or the district councils is awaited, the concerns set out in the Cabinet's resolution of 16th September remain.

Background Papers

Syrian Vulnerable Person Resettlement Programme - Guidance for local authorities and partners
http://ow.ly/2G1u303Ydns

Report to the Cabinet on 11th September 2015 "Refugees - The Prime Minister's Statement of 7th September 2015 and the Syrian Vulnerable Persons Relocation Scheme" and minutes of that meeting
http://ow.ly/3C4S303YdrA
http://ow.ly/eDPH303YdAH

Report to the Cabinet on 16th September 2016 "Syrian Vulnerable Persons Resettlement Scheme"
http://ow.ly/EIV6305Yf7K

Equality and Human Rights Implications

21. The County Council is committed to promoting equality and human rights. Responding positively to the humanitarian crisis in Syria is consistent with this commitment.

22. Beneficiaries of the scheme will access County Council services using the same processes as other residents accessing the same services. To mitigate the possible negative impact of language and cultural barriers, the beneficiaries will have the support of a keyworker in making referrals for any appropriate support. The beneficiaries will have English language tuition (ESOL or equivalent) to be able to carry out basic transactions within the communities within which they have been placed, should they require it, and interpretation services will be available throughout the period of resettlement.

23. These mitigations are to be coordinated by Charnwood Borough Council and this level of casework support is a requirement of the scheme. Contact has been made with Charnwood Borough Council as the lead on the scheme to establish whether it has completed an Equality Impact Assessment. The SVPR Scheme Co-ordinator has agreed to contact the Home Office to establish whether an impact assessment has been completed on the whole scheme. The County Council services that are likely to be accessed will have been subject to an Equality and Human Rights Impact Assessment previously to ensure that there is not a disproportionately adverse impact on any persons with protected characteristics.

Leicestershire County Council

CABINET – 23RD NOVEMBER 2016

DEVELOPER CONTRIBUTIONS TOWARDS COUNTY COUNCIL SERVICES

REPORT OF THE CHIEF EXECUTIVE

PART A

Purpose of the Report

1. The purpose of this report is to update the Cabinet on work undertaken to address the concerns that the County Council's reasonable expectations of receiving developer (also known as Section 106) contributions to meet demands placed on services created by developments across the County are always being met, following the previous report to the Cabinet in June 2016.

Recommendation

2. It is recommended that progress on developer (Section 106) contributions continues to be monitored and a further report be submitted to the Cabinet in 6 months' time.

Reasons for Recommendation

3. It is important that the County Council does what it can to meet the demands on its services in increasingly difficult financial circumstances. Ensuring that developers make appropriate contributions to mitigate the consequences of their developments via Section106 (developer) contributions is essential if communities are not disadvantaged and the County Council is not put under excessive financial demands which it will not be able to meet.

4. Local planning authorities should do all they can to ensure developments are sustainable and meet the reasonable obligations requested of them.

Timetable for Decisions (including Scrutiny)

5. This is a continuing issue which needs to be monitored.

Policy Framework and Previous Decisions

6. Leicestershire Planning Obligation Policy, adopted in December 2014, sets out how the County Council will approach Section 106 obligations and sets out a protocol between the County Council and the local planning authorities on the working arrangements.

Resource Implications

7. Developer contribution requests are coordinated through the Chief Executive's Department and Highway Authority consultee responses are delegated to the Director of Environment and Transport. The consequences outlined in this report are to be contained within existing budgets.

8. Section 106 contributions fund the County Council's infrastructure costs arising from housing developments. In 2015/16, a total of £7.2million was received by the County Council and in 2016/17 a total of £9million has been included in the approved Medium Term Financial Strategy capital programme for that year.

Circulation under the Local Issues Alert Procedure

None.

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PART B

Background

9. On 17th June 2016, the Cabinet resolved:

   (a) That local planning authorities be reminded of:

   (i) the County Council's continued support for sustainable coordinated growth across the county and its desire to play its part in delivering a strong economy, quality environment and well supported communities;

   (ii) the importance of the County Council's role in the planning process both as highway authority and service provider;

   (iii) the need to support, through section 106 contributions, the delivery of County Council services required as a consequence of proposed developments so as to ensure that proposed developments are sustainable and local communities are not disadvantaged;

   (iv) the need to collaborate with the County Council where developments are unlikely to meet the County Council's section 106 or highway requirements.

   (b) That in the interests of greater awareness and transparency, the County Council will:

   (i) report back to Cabinet on planning decisions that do not reflect the County Council's section 106 requirements;

   (ii) notify its members of County Council requests for section106 contributions that fall within their division;

   (iii) report back to Cabinet on any significant planning decisions which as far as officers are aware that do not reflect the advice of the Highway Authority.

Actions taken since June 2016

10. In respect of resolution (a) set out above, the Leader wrote to District Councils in the terms agreed by the Cabinet reflecting the spirit of openness and joint working of the previous Cabinet report. In respect of resolution (b)(ii), a system is now in place which notifies County Council members of developer contribution requests. County Council members receive a copy of the s106 request submitted to the Local Planning Authority.

11. The extent to which planning decisions have not significantly reflected the County Council's s106 requirements (resolution (b)(i)), and any significant planning decisions which have not reflected the advice of the Highway Authority (resolution (b)(iii)) are detailed below.

12. Since April 2016 the County Council has entered into 24 s106 agreements totalling approximately £60million in value. This includes a number of large scale developments such as:

- the North East of Leicester SUE within Charnwood Borough, a complicated agreement which will need careful monitoring as the development builds out, particularly with regard to the Roundhill Academy;
- south east Coalville within North West Leicestershire District;
- Leicester Road, Melton within Melton Borough, to which a significant contribution to the Melton relief road was secured; and
- Farndon Road, Market Harborough within Harborough District.

13. None of the agreements entered into since April 2016 departed significantly from what the County Council requested. In the same period, the County Council has been consulted on some 80 planning applications in relation to developer contributions and County Council services generally, and some 850 consultations specifically on highway matters. One planning application in the Hinckley and Bosworth Borough was approved (by its Planning Committee on 8th November 2016) against the County Council's recommendation to refuse on highway grounds.

14. Some £4.4million has been received since April 2016 from developers under existing obligations.

15. Issues around viability have not featured significantly since the last report to the Cabinet. There is one current example of a viability claim leading to a potential reduction in County Council requests, but this is currently being challenged and the final outcome is yet to be determined. There are also a number of on-going large scale planning applications around the County but, these are currently the subject of ongoing negotiations regarding developer contributions and are yet to be determined by the local planning authority.

16. Since April 2016, two planning appeals have been upheld where the County Council's section 106 contribution requirements were accepted and two planning appeal decisions where, although the proposals were dismissed, the County Council's section 106 claims were judged to be CIL (Community Infrastructure Levy) compliant.

Equality and Human Rights Implications

17. There are no equality and human rights implications arising from this report.

Background Papers

Report to the Cabinet on 17th June 2016 – Developer Contributions towards County Council Services
http://politics.leics.gov.uk/documents/s119778/final%20Cabinet%20Report%2020160617%20s106.pdf

Leicestershire County Council

CABINET – 23RD NOVEMBER 2016

PLACE MARKETING ORGANISATION – OUTLINE BUSINESS PLAN

REPORT OF THE CHIEF EXECUTIVE

PART A

Purpose of the Report

1. The purpose of this report is:

    i. To report on outcomes of the tourism review process and on proposed arrangements for the delivery of tourism support services across Leicester and Leicestershire, including proposals regarding the future of Leicestershire Promotions Ltd. which is currently funded to provide tourism services.

    ii. To present an outline business plan for the establishment of a local authority owned Place Marketing Organisation (PMO) covering the geographical area of Leicester and Leicestershire.

Recommendations

2. It is recommended that -

    (a) The County Council working with Leicester City Council jointly establishes a Place Marketing Organisation (PMO) by way of a Teckal-compliant Company Limited by Guarantee to deliver Place Marketing, Inward Investment and Strategic Tourism across Leicester and Leicestershire;

    (b) The 3-year outline business plan (appended to this report) is approved, noting the final business plan will be further refined and approved by the PMO Board of Directors once the company is established;

    (c) Final governance arrangements, including proposed appointments to the Board of Directors, together with the Articles of Association and Members Agreement for the PMO (developed by the respective legal teams) will be submitted to a future Cabinet meeting for approval.

Reasons for Recommendations

3. Officers from the County and City Councils have been reviewing arrangements in comparable cities and counties and it is clear that many successfully promote their respective areas through a shared set of messages and communication channels. The proposed PMO would lead and co-ordinate this activity.

4. The outline business plan summarises proposals in relation to company set-up and functionality and will need to be further developed and refined prior to final approval by the PMO Board of Directors.

5. Further stakeholder engagement needs to take place prior to the final governance arrangements being proposed. The Articles of Association and Members' Agreement will set out the objects of the PMO Company and the relationship between the members of the company (i.e. the City and County Councils).

Timetable for Decisions (including Scrutiny)

6. The Scrutiny Commission will consider this report at its meeting on 16th November 2016 and its comments will be reported to the Cabinet.

7. Final governance arrangements for the PMO will be produced in consultation with the Economic Growth Board (currently acting as the shadow Combined Authority). The Articles of Association and Members Agreement will be developed by the respective Councils' legal teams. Both will be reported to the Cabinet early in 2017.

8. The planned formation date for the new company is 1st April 2017.

Policy Framework and Previous Decisions

9. The County Council's Strategic Plan 2014-2018 clearly recognises the importance of engaging with potential investors and enhancing and promoting the local tourism offer, therefore enabling economic growth through the provision of jobs, increased development / infrastructure and increased resident and visitor spend across Leicestershire. It also acknowledges the importance tourism plays in enhancing and protecting the County's natural, historic and cultural offer.

10. The County Council's Enabling Growth Plan 2015-2018 outlines how the economic priorities in the Strategic Plan will be implemented, and includes targeted support for the growth and expansion of the visitor economy, and the promotion of the County and its economic opportunities internationally and nationally to potential investors.

11. The Leicestershire Rural Framework 2014-2020 identifies tourism as a key priority rural sector, as do the two LEADER[1] Local Development Strategies in the County (East Leicestershire and Hinckley and Bosworth).

12. On 1st March 2016 the Cabinet approved a preferred model for the governance, management and delivery of tourism support services. This was subsequently the subject of consultation with partners, tourism businesses and residents and further analysis of the options, as a result of which some of the original recommendations were amended.

13. On 17th June 2016 the Cabinet agreed that the establishment of a local authority owned company to deliver tourism support services should be further explored and a business plan developed. The report considered by the Cabinet also pointed to the benefits of widening this activity to incorporate place marketing and inward investment functions.

Resource Implications

14. The County Council's Medium Term Financial Strategy (MTFS) includes an annual budget of £175,000 per annum in 2016/17 and 2017/18 for tourism support (the funding in 2016/17 is contracted to Leicestershire Promotions Ltd). From 2018/19 this reduces to zero as part of the Chief Executive's Department budget savings. The proposal to set up a PMO would require resource not yet identified in the MTFS. Further details are provided in Part B of this report.

15. The PMO will be a separate legal entity and hence liable for its own debts. However, should the Company be in financial difficulties, the City and County Councils would be required to consider the reputational implications of external debts.

16. The Director of Corporate Resources and Director of Law and Governance have been consulted on the content of this report.

Circulation under the Local Issues Alert Procedure

17. None.

Officers to Contact

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Louise Driver, Economic Growth Team Leader, Chief Executive's Dept.
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[1] LEADER is a European funding programme designed to support rural development by providing grants to small businesses and communities.

PART B

Background

Tourism Support Services Review

18. In November 2015 the City and County Councils jointly commissioned an independent review to evaluate the effectiveness of current tourism support arrangements and to explore options for future governance, management and delivery. The findings of this study were reported to Cabinet on 1st March 2016, and it was agreed that:

    i. the strategic governance of tourism should be led by the Leicester and Leicestershire Combined Authority, noting that this would require approval by the Combined Authority Committee once established;
    ii. the strategic management of tourism should be managed by one or both of the lead local authorities (Leicester City and Leicestershire County Councils) on behalf of the Combined Authority;
    iii. a Tourism Advisory Board should be established which would provide business insight and guidance from the sector to the Combined Authority;
    iv. the delivery of tourism support services, including tactical marketing and campaigns should be delivered both through staff employed by the lead local authorities and by commissioned services.

19. Feedback from the public consultation was broadly in agreement with i), ii) and iii) above. In terms of the delivery of tactical marketing and campaigns there was support for the effectiveness of the current model and a majority of respondees cited the importance for a future model to be independent and have a commercial focus.

20. In June 2016 the Cabinet recommended that a local authority owned company model be further explored and that a business plan be developed for consideration at a future meeting.

Leicestershire Promotions Ltd.

21. Current tourism support has largely been delivered via Leicestershire Promotions Ltd. (LPL). Both the County and City Councils have contracted with LPL for a number of years. The cost of the current contract for the County Council in 2016/17 is £175,000; the equivalent contribution from the City Council is £195,000. Both contracts end on 31 March 2017.

22. LPL recently submitted a proposal to the County and City Councils that effectively outlined a future for LPL that would enable it to continue without ‘core’ funding from either authority from April 2017. This initiative to propose a more financially self-reliant model for LPL is welcomed.

23. These positive discussions and subsequent conclusions have taken place between the County Council, City Council, the LPL Board Chair and Chief Executive and the direction of travel is broadly agreed by all parties. This approach was endorsed by the LPL Board at its meeting on 26th October 2016 and has subsequently been confirmed in writing from the LPL Board Chair.

24. LPL has indicated its intention to focus on delivering tactical marketing campaigns which could include:

- Short and extended leisure break activity.
- Event bidding and conference support services
- Product development activity – mainly in the districts
- Event development and delivery
- Support for town centres and Business Improvement Districts (BIDs).

25. It is understood that one or more of the district councils in Leicestershire is putting arrangements in place to purchase future LPL services.

26. LPL will also be in a position to deliver specific tourism support services commissioned by the new Place Marketing Organisation via a competitive procurement process. The County and City Councils are committed to working closely with LPL and wider partners to ensure the new arrangements work effectively to maximise the growth of tourism, avoid duplication and provide clarity on respective roles for wider stakeholders, especially business. Further conversations with LPL are required to consider any priority services that may be ‘at risk’ through the new arrangements.

Place Marketing Organisation (PMO)

27. City and County Council officers have been reviewing arrangements in comparable cities/counties and it is clear that many successfully promote their respective areas to business investors, leisure and business tourists and to students and potential workforces through a shared set of messages and communication channels. Examples include Marketing Birmingham, Marketing Manchester and Marketing Nottingham and Nottinghamshire. These arrangements invariably engage other key stakeholders such as universities and leading business professionals and are delivered through bodies that have distinct identities and brands.

28. Following consideration of arrangements elsewhere it is now proposed that strategic tourism, inward investment and place marketing activity are included within the remit of a new Place Marketing Organisation (PMO) owned by the County and City Councils and working to strategic priorities agreed by the Combined Authority, once established.

29. An outline business plan for 2017-20 including proposed governance and staffing arrangements; functionality; an indicative budget; and timeline is included as the Appendix. This will be further developed over coming months and reported to the Economic Growth Board (currently fulfilling the role of

shadow Combined Authority) for comment prior to final approval by the PMO Board of Directors once the company is established.

30. The Articles of Association and Members Agreement will be produced with support from the respective authority legal teams. These will set out the strategic objectives and decision-making process, including member voting rights, to be executed by the PMO Board of Directors. Decisions relating to local authority financial contributions, amendments to the Articles of Association, Members Agreement or wind-up of the company will be reserved for the respective authority's political decision-making processes. It is intended that the County Council's Assistant Chief Executive will be the nominated senior officer on the PMO Board of Directors.

Resources

31. County Council contributions to the PMO are proposed in the outline business plan as £475,000 for its first three years. This includes £175,000 from the 2017/18 MTFS and £175,000 from Economic Development earmarked funds (see paragraph 32). The funding gap is therefore £125,000 (summarised in the table below). This gap will be addressed as part of the MTFS refresh process for the period 2017/18 to 2020/21 which is currently taking place.

Funding Requirement	2017/18	2018/19	2019/20
Current MTFS	175	Nil	Nil
PMO Proposal	125	100	75
Funding Surplus/(Gap)	50	(100)	(75)

32. £175,000 has been committed over three years to provide match funding for a sub-regional ERDF[2] Collaborate for Business Growth project (further details are provided in the Appendix). This has been funded through the County Council Economic Development earmarked funds which were approved in February 2016 as part of the MTFS. These funds will transfer to the PMO and support:

i. the expansion of a County-wide inward investment service (£100,000);
ii. the provision of tourism sector development and tourism business support activity (£75,000).

33. Over the 3-year business plan period it is expected that income streams will be developed and used i) to replace ERDF resource once the project expires and / or ii) to reduce further City and County contributions from 2020/21 if that is considered to be feasible and desirable and / or iii) to expand the service offer of the company. Targets for income generation will be established as part of a Year One PMO workplan.

[2] European Regional Development Funding which is part of the Leicester and Leicestershire Enterprise Partnerships European Structural Investment Fund allocation for 2014-2020.

Partnership Working

34. The new arrangements provide an opportunity to build on a good foundation and track record of partnership working within Leicestershire. There are currently a number of bodies in the County that have a valuable tourism role to play at a local level including District Councils, District Tourism Partnerships (currently in Melton, Harborough, Charnwood, North West Leicestershire, and Hinckley and Bosworth), the three town centre BIDs (Melton Mowbray, Loughborough and Hinckley) and the National Forest Company. It is important that, moving forward, the relationships with these bodies, and LPL, are strengthened to help the County's visitor economy grow.

35. Other key relationships for the PMO include those with Visit Britain and the Midlands Engine Promotion strand to maximise promotional and funding opportunities at a national and regional level respectively.

36. The County Council has been working closely with the City Council Inward Investment team to promote opportunities for investors in Leicestershire; and has committed £100,000 over three years as match funding for the inward investment strand of the Collaborate for Business Growth ERDF project. This will enable an additional member to be recruited to the team and enhance capacity to support existing and future investors, working with district councils, developers and large investor opportunities including Horiba MIRA employment zone and the proposed Loughborough and Leicester Science and Innovation Enterprise Zone.

37. Key deliverables for Year One of the PMO will be to commission a Destination Management Plan and Place Marketing Strategy. These will be led by the Tourism Advisory Board and Place Marketing Group respectively and will drive the activities delivered by the PMO along with wider stakeholders including the District Councils and Leicester and Leicestershire Enterprise Partnership (LLEP). A key theme for the development of these plans will be broad stakeholder engagement; final sign-off for the plans will be the responsibility of the Combined Authority.

Conclusion

38. The arrangements outlined in this report provide an exciting opportunity to reshape how the County Council delivers place marketing, inward investment and tourism across the sub-region. The proposed model has been carefully developed in response to the key themes that emerged through stakeholder consultation, including the requirement for strategic tourism support to be more closely aligned with broader economic development functions including inward investment. There will be a greater focus on place marketing through broader engagement with partners and stronger political involvement of all nine local authorities through the Combined Authority once this is established sometime in Spring 2016 if the current planned timeline is adhered to.

39. In addition, LPL's proposal to continue without core funding from the local authorities provides the continued opportunity for strong private sector engagement in tactical marketing for the sub-region, whilst the Tourism Advisory Board will provide the platform for the private sector to influence the Council's strategic approach and priorities.

40. Key risks associated with the establishment and sustainability of the proposed new Company have been carefully considered and are highlighted in Paragraph 42 along with mitigating actions. The new approach described in this report is considered to be the best way forward to maximise efficiencies and deliver an enhanced service across the sub-region. These risks will continue to be managed throughout the transition to the new arrangements.

Background Papers

Leicestershire and Leicestershire Strategic Economic Plan
http://ow.ly/YkCVd

Leicestershire Rural Framework
http://ow.ly/foa5305XZte

Report to the Cabinet, 1st March 2016 "Tourism Support Services Review"
http://ow.ly/I3Mb305RBF0

Report to the Cabinet, 17th June 2016 "Tourism Support Services Review" and minutes of that meeting
http://ow.ly/Hgce305RBOM
http://ow.ly/5N5C305RBVY

Appendix

Outline Business Plan

Equality and Human Rights Implications

41. There are no equality or human rights implications arising from the recommendations in this report.

Risk Assessment

42. The table below highlights the key risks for the establishment and sustainability of the PMO, along with mitigating actions. It will be the responsibility of the PMO Board of Directors as part of the final business plan to continue to manage a company risk management plan.

Key risks for the establishment, sustainability and liabilities of the PMO

Potential Risk	Implications	Mitigating Action
Stakeholder engagement and participation	The success of the PMO will require significant stakeholder engagement through its advisory groups and beyond. Development and implementation of the Destination Management Plan and Place Marketing Strategy will also be dependent on stakeholder involvement.	Stakeholder relationship management will be embedded in the workings of the new PMO, its team, governance structures and delivery.
Non establishment of the Combined Authority (CA)	This would impact on the governance structures.	In the absence of the CA it is proposed that the existing Economic Growth Board would fulfil this function.
Weakening partnership working with the City Council	This could negatively impact on commitment to the proposed arrangements or hinder the effectiveness of the PMO.	Current partnership working with the City Council is strong and this is expected to continue. Regular briefings will be held at the required levels to ensure ongoing commitment to the activities delivered through the PMO.
Destination Management Organisation status of the new PMO	The benefits of being a recognised DMO are currently unclear and the national criterion appears dated; it does not take account of changes in how Destination Management is now being delivered at a local level, nationally.	Further conversations are required with Visit Britain and LPL to identify any national requirements and criteria for DMO status.
Potential loss of existing services	There are some services currently being delivered by LPL that may be lost through this transition.	Further work needs to be undertaken to identify services that are at risk and a future priority. LPL, the PMO and wider partners will be required to work collaboratively to develop solutions in these instances.
ERDF funding approval and contract in place	Non approval of the project would significantly reduce the PMO budget.	The project has been appraised and is to be recommended to the decision-making panel shortly, it will then require final approval from the Leicester and Leicestershire European Structural Investment Fund Committee. A project board has been established and processes are being designed to commence the project immediately upon approval. *continued -*

Potential Risk	Implications	Mitigating Action
Sustainability of future funding	Funding for the outline business plan covers 2017-20. Income generation beyond 2020 will be essential for the continuation of the company.	Targets for income generation will be established as part of a Year One work plan. A range of sources will be explored: membership subscriptions; trading / sponsorship; partner contributions; other public funding sources that can be bid for. NB: income generated through trading activity is limited to no more than 20% of overall income.
Council liabilities in the event of Company financial difficulties or closure	Should the Company enter financial difficulties, the City and County Councils would be required to consider the reputational implications of external debts and whether to settle these. The Councils could also consider writing off any monies owed directly to them. If employees are employed directly by the Company, rather than through a secondment arrangement, there may be additional liabilities in the event of redundancies.	An indicative budget is included in the outline business plan which is considered sufficient to fund Company operations for the first three years. In addition, targets for income generation will be established in the Year One work plan. A Members Agreement will be produced and agreed by Cabinet which will provide exit provision (monetary and staffing) for Company owners. This will include ensuring that any liabilities for provision currently funded by the City Council which transfer to the PMO will remain the liability of the City Council on exit.

Leicestershire County Council

CABINET – 23 NOVEMBER 2016

LAND OFF GRANGE ROAD, HUGGLESCOTE – OBJECTION TO TRAFFIC REGULATION ORDER

REPORT OF THE DIRECTOR OF ENVIRONMENT AND TRANSPORT

PART A

Purpose of the Report

1. The purpose of this report is to seek approval for the implementation of a developer funded traffic regulation order (TRO), as required by the planning approval for Taylor Wimpey East Midlands, Land off Grange Road, Hugglescote (North West Leicestershire).

Recommendation

2. It is recommended that the TRO associated with the Land off Grange Road, Hugglescote development, as shown on drawing no.TM4362/2/2016 attached as Appendix A to this report, be approved for implementation.

Reason for Recommendation

3. The proposed TRO is required to facilitate the construction of the agreed site access for the Taylor Wimpey development off Grange Road, Hugglescote. The new site access road will be constructed from the development to Grange Road through an existing lay-by which is being removed and replaced in part by a shared use footway/cycleway. The implementation of the TRO is to manage highway safety along the proposed shared use footway/cycleway by extinguishing existing motor vehicle rights.

Timetable for Decisions (including Scrutiny)

4. Subject to the Cabinet's approval, the making and implementation of the TRO will be made within the next few months.

Policy Framework and Previous Decisions

5. The scheme contributes to the delivery of Local Transport Plan 3 (LTP3) and the priorities of safety and quality of life.

6. Approval of minor transport schemes such as this is delegated to the Director of Environment and Transport, following consultation with the Cabinet Lead Member and subject to the support of the relevant Local Members.

7. As the local Member for Coalville, Dr T. Eynon CC has indicated that she cannot support the proposal the matter has been referred to the Cabinet for determination.

Resource Implications

8. None arising from this report. The estimated cost of processing the TRO is £5,000, which is being funded by the developer in full. If the TRO works exceed £5,000 the Developer will be required to fund any additional costs.

9. The Director of Corporate Resources has been consulted on the content of this report.

Legal Implications

10. The Council's power to make TROs is derived from the Road Traffic Regulation Act 1984. Section 122 of the Act places a duty on the Council to exercise the functions conferred by the Act to secure the expeditious convenient and safe movement of traffic. The proposals in this report are intended to improve highway visibility and safety in accordance with this requirement.

11. In making the TRO, the Council will comply with prescribed statutory process.

12. The Director of Law and Governance has been consulted on the proposals.

Circulation under the Local Issues Alert Procedure

Dr T. Eynon CC

Officers to Contact

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Director of Environment and Transport

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Assistant Director (Transport)
Environment and Transport Dept.

PART B

Background

13. In April 2014 a planning application (application no.14/00354/OUTM) was made to North West Leicestershire District Council for the development of 105 dwellings and associated works. The application was permitted by the District Council as the local planning authority on 1 April 2015.

14. The planning permission for this development was granted subject to conditions. Condition 18 states “None of the dwellings hereby permitted shall be occupied until such time as the Grange Road site access junction and all associated works within the public highway as shown on drawing no. TM4362/2/2016 have been provided in full and are available for use.”

15. As part of the planning conditions, a new site access road is to be constructed into the development off Grange Road. This new site access bisects an existing lay-by off Grange Road and the lay-by is being removed and replaced in part by a shared use footway/cycle-way as shown in the plan attached as Appendix B.

16. A prohibition of motor vehicles traffic regulation order is required to formally extinguish vehicle rights on what will be the new shared use footway/cycleway which follows the alignment of the old lay-by to prevent motor vehicles accessing the facility and causing a danger to pedestrians.

17. Details of the proposed permanent TRO are shown on Drawing No. TM4362/2/2016 attached at Appendix A.

Consultations

18. The public consultation was undertaken on the proposed TRO on 19th February 2016 for a period of 3 weeks.

19. The scheme was advertised in the local press and on Leicestershire County Council’s website. A copy of the proposal was made available for inspection at North West Leicestershire District Council offices for the consultation period.

20. The following responses were received:

Consultee	Response	
Formal consultations with a letter and drawing sent to:	General agreement with the proposals/no adverse comments received	Do not support the proposals
NWL District Council	1	
Hugglescote and Donington-le-Heath Parish Council		1
Leicestershire Constabulary	1	
Ambulance Service	1	
Fire Service	1	
Road Haulage Association	1	
Freight Transport Association	1	
Local Residents		19
TOTAL	6	20

21. The Parish Council objected to the scheme as this could result in a loss of car parking spaces within the lay-by which provides overspill parking for patients visiting the Surgery.

22. Local residents and patients visiting the doctors surgery objected as this could result in a loss of car parking spaces as the lay-by is used as an overspill for parking. The Baptist Church objected due to vehicles requiring access to maintain the church grounds. Other local residents objected on the basis of vehicles parking on Grange Road which could result in safety issues due to concerns of speeding on Grange Road.

23. To investigate concerns raised during the consultation process a survey was carried out in August 2016. The results showed that the existing lay-by is predominantly used by non-residents for parking whilst visiting the local Doctors Surgery, Pharmacy and Baptist Church. The survey results showed that with in the 12 hours surveyed parking was predominantly in a short two hour spell between 0930 -1130 in which time an average of 4 vehicles where parked (in each 15 minute survey period). The maximum number of vehicles parked at any one time was between the hours of 10:30am – 10:45am which showed 8 vehicles parked in the layby. The rest of the day there was only one or two vehicles parked.

24. The presence of on-street parking on Grange Road is likely to contribute to effective speed management as vehicles are required to slow/stop and give way to on-coming traffic. Overall vehicle speeds on this section of Grange Road could reduce.

25. In response to the concerns of the Baptist Church, the developer will provide new bollards (shown in the plan at Appendix B) to ensure that the Church's access is not compromised.

26. In exercise of the Director's Delegated Powers for implementing Traffic Regulation Orders, the local Member Dr T Eynon CC was asked to indicate whether she would support the implementation of the proposals. On considering the objection from Hugglescote and Donington-le-Heath Parish Council, Dr T Eynon indicated that she did not support the scheme and requested that the matter be referred to Cabinet for determination.

Conclusions

27. The proposed TRO is in accordance with the published planning condition and the appropriate time for representations to have been made regarding the removal of the lay-by was during the planning process. To facilitate the implementation of the planning permission it is considered necessary on highway safety grounds to process a TRO to prevent vehicles driving on the new shared use footway/cycleway and to enable a new access to the Taylor Wimpey Development Site.

Equality and Human Rights Implications

28. None arising from this report.

Background Papers

Local Transport Planning in Leicestershire 2011-2016: Leicestershire Local Transport Plan 3 Link:
http://www.leics.gov.uk/index/highways/transport_plans_policies/ltp/current_transport_plans.htm

Appendices

Appendix A - Drawing no.TM4362/2/2016
Appendix B - Section 278 works General Arrangement Plan by Taylor Wimpey.

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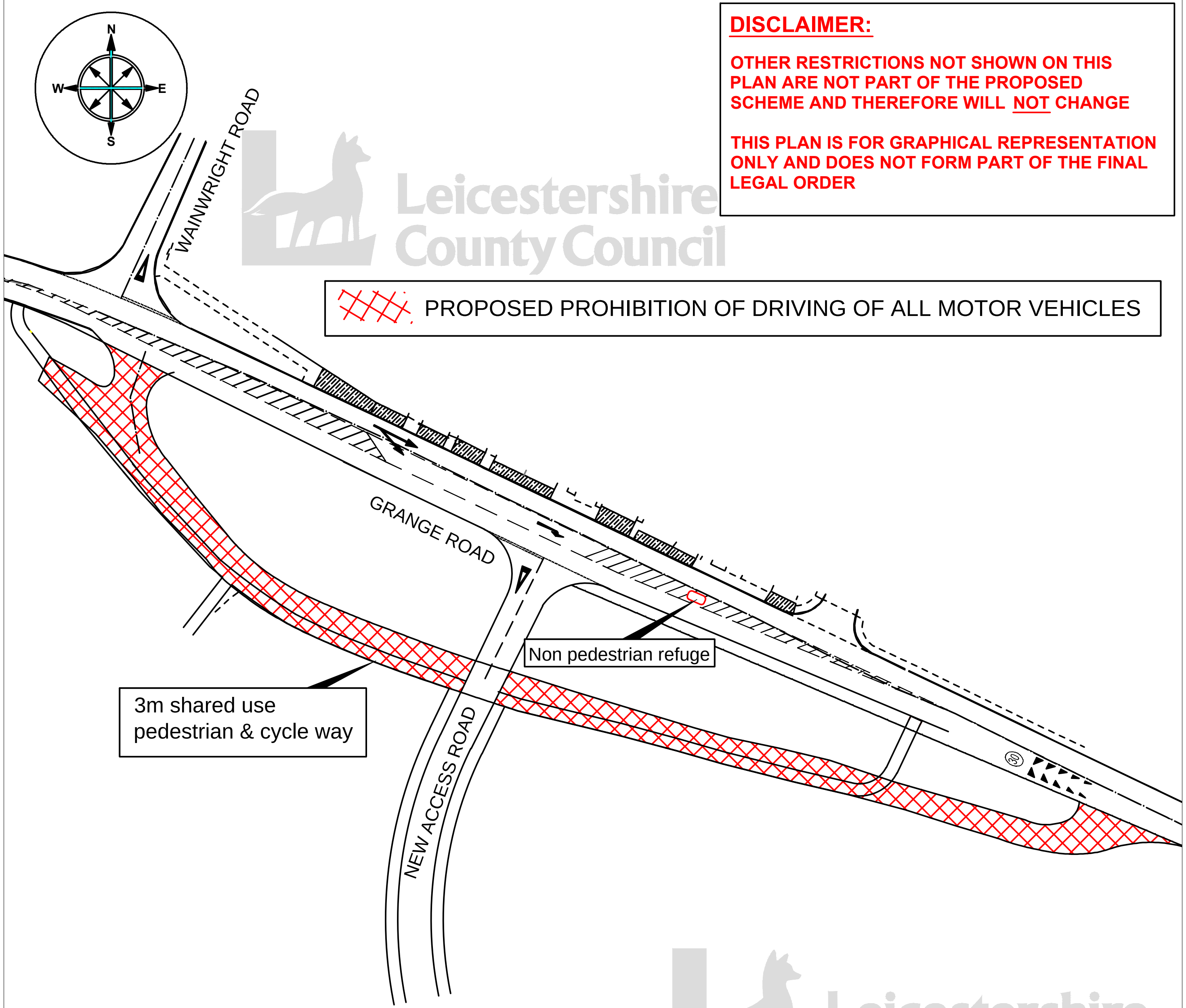
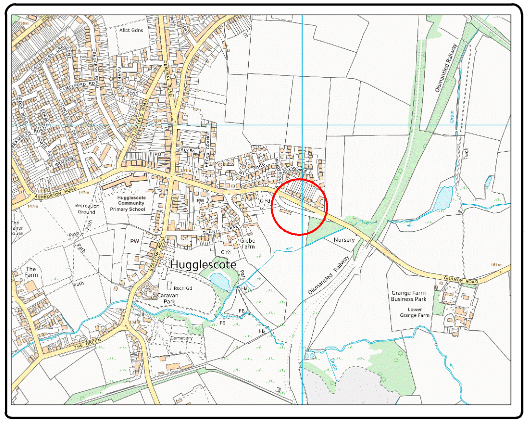
DISCLAIMER:

OTHER RESTRICTIONS NOT SHOWN ON THIS PLAN ARE NOT PART OF THE PROPOSED SCHEME AND THEREFORE WILL NOT CHANGE

THIS PLAN IS FOR GRAPHICAL REPRESENTATION ONLY AND DOES NOT FORM PART OF THE FINAL LEGAL ORDER

PROPOSED PROHIBITION OF DRIVING OF ALL MOTOR VEHICLES





Leicestershire County Council

ENVIRONMENT AND TRANSPORT DEPARTMENT

INVESTOR IN PEOPLE

PHIL CROSSLAND
DIRECTOR

DESIGN & DELIVERY GROUP

LAND OFF GRANGE ROAD, HUGGLESCOTE

TITLE:

PROPOSED PROHIBITION OF DRIVING OF ALL MOTOR VEHICLES

DRAWING NUMBER		SCALE	
TM4362/2/2016		NTS	
PREPARED BY:	D SAVILLE	DATE:	JAN 2016
CHECKED BY:	S BULLEN	SIZE :	A4

COUNTY HALL * GLENFIELD * LEICESTER * LE3 8ST
Tel:0116 3050001 * Fax: 0116 3050006
E.Mail address: customerservices@leics.gov.uk www.leics.gov.uk

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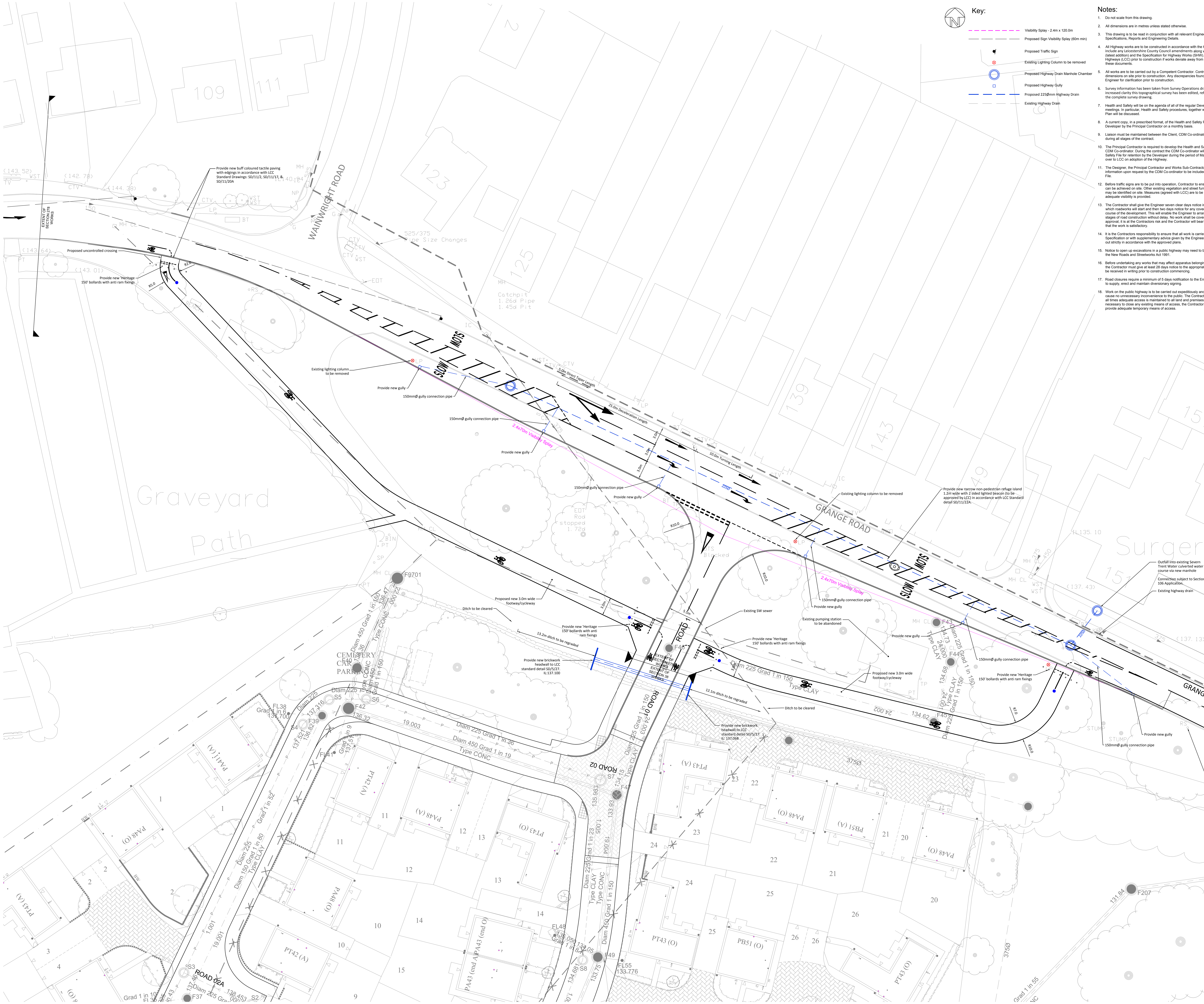

Key:

- Visibility Splay - 2.4m x 120.0m
- Proposed Sign Visibility Splay (60m min)
- Proposed Traffic Sign
- Existing Lighting Column to be removed
- Proposed Highway Drain Manhole Chamber
- Proposed Highway Gully
- Proposed 225Ømm Highway Drain
- Existing Highway Drain

Notes:

1. Do not scale from this drawing.
2. All dimensions are in metres unless stated otherwise.
3. This drawing is to be read in conjunction with all relevant Engineers and Architects Drawings, Specifications, Reports and Engineering Details.
4. All Highway works are to be constructed in accordance with the 6Cs Design Guide and include any Leicestershire County Council amendments along with Manual for Streets (latest addition) and the Specification for Highway Works (SHW). Approval is to be sought by Highways (LCC) prior to construction if works deviate away from the standards outlined within these documents.
5. All works are to be carried out by a Competent Contractor. Contractors must check all dimensions on site prior to construction. Any discrepancies found are to be reported to the Engineer for clarification prior to construction.
6. Survey information has been taken from Survey Operations drawing no 11L162/001. For increased clarity this topographical survey has been edited, reference should be made to the complete survey drawing.
7. Health and Safety will be on the agenda of all of the regular Developer/Contractor liaison meetings. In particular, Health and Safety procedures, together with the Health and Safety Plan will be discussed.
8. A current copy, in a prescribed format, of the Health and Safety Plan will be forwarded to the Developer by the Principal Contractor on a monthly basis.
9. Liaison must be maintained between the Client, CDM Co-ordinator and Principal Contractor during all stages of the contract.
10. The Principal Contractor is required to develop the Health and Safety Plan prepared by the CDM Co-ordinator. During the contract the CDM Co-ordinator will prepare a Health and Safety File for retention by the Developer during the period of Maintenance and for handing over to LCC on adoption of the Highway.
11. The Designer, the Principal Contractor and Works Sub-Contractors are obliged to supply information upon request by the CDM Co-ordinator to be included in the Health and Safety File.
12. Before traffic signs are to be put into operation, Contractor to ensure visibility splays shown can be achieved on site. Other existing vegetation and street furniture that are not outlined may be identified on site. Measures (agreed with LCC) are to be taken on site to ensure adequate visibility is provided.
13. The Contractor shall give the Engineer seven clear days notice in writing of the date upon which roadworks will start and then two days notice for any covering up of works during the course of the development. This will enable the Engineer to arrange the inspection of the stages of road construction without delay. No work shall be covered up without the Engineers approval, it is at the Contractors risk and the Contractor will bear any costs in demonstrating that the work is satisfactory.
14. It is the Contractors responsibility to ensure that all work is carried out in accordance with the Specification or with supplementary advice given by the Engineer. All work shall be carried out strictly in accordance with the approved plans.
15. Notice to open up excavations in a public highway may need to be given, in accordance with the New Roads and Streetworks Act 1991.
16. Before undertaking any works that may affect apparatus belonging to a Statutory Undertaker the Contractor must give at least 28 days notice to the appropriate body and permission is to be received in writing prior to construction commencing.
17. Road closures require a minimum of 5 days notification to the Engineer and the Contractor is to supply, erect and maintain diversionary signing.
18. Work on the public highway is to be carried out expeditiously and in such a manner as to cause no unnecessary inconvenience to the public. The Contractor shall also ensure that at all times adequate access is maintained to all land and premises. If at any time it is found necessary to close any existing means of access, the Contractor shall, at there own expense, provide adequate temporary means of access.
19. Temporary Traffic Signals may be used with the permission of the Engineer. Diesel or petrol generators are not to be used outside the hours of 8am to 6pm in residential areas.
20. Unacceptable material shall not be used in the Permanent works. Acceptable material is material excavated from within the site or imported onto the site, which meets the requirements of LCC in the Specification for Highway Works for acceptability for use in the Permanent Works.
21. Turf and topsoil shall be stripped from the applicable areas and stored in stockpiles of height not exceeding 1 metre unless otherwise agreed with the Engineer.
22. A method statement shall be submitted from the Contractor to the Developer for approval prior to construction commencing for the proposed works and shall include the transportation, storage, handling, placement and compaction of fill materials.
23. A risk assessment shall be submitted from the Contractor to the Developer for approval prior to construction commencing that covers all known Health & Safety risks involved in the proposed works.
24. The placement of any street furniture within the visibility envelopes must be agreed with the Highway Authority (LCC).
25. The Contractor is to ensure that sufficient resources, including time have been or will be allocated to enable the project to be carried out in compliance with health and safety law.
26. The Developer must notify LCC and the Contractor of the appointed CDM co-ordinator. The CDM co-ordinator must ensure that a health and safety plan is prepared, monitor the health and safety aspects of the design and prepare a health and safety file.
27. The Contractor should take account of the specific requirements of a project and take over and develop the health and safety plan, co-ordinate the activities of all contractors and sub-contractors and ensure they comply with the relevant health and safety legislation and with the developed health and safety plan.
28. The health and safety file is required to amount into a normal maintenance manual enlarged to alert the Highway Authority after handover to risks that must be managed when the highway is maintained, repaired, renovated or demolished. It is required to be a record of information to inform future decisions on the management of health and safety.
29. The Contractor must hand over the health and safety file to the Highway Authority upon completion of works and prior to the maintenance period commencing.
30. Where works has to be carried out on, or adjacent to an existing public highway, or a highway to which the public have access, the work shall be executed with due regard to the requirements of Chapter 8 of the Traffic Signs Manual "Traffic Safety Measures and Signs for Road Works and Temporary Situations", (published by The Stationery Office) and any amendments thereof. Traffic signs and light signals shall comply with "The Traffic Signs Regulations and General Directions".
31. Single line traffic shall be operated only with the approval of, or on the instructions of the Engineer. Single line traffic shall be controlled by a proper system of vehicle actuated light signals with approved phasing.
32. Where the works involve the obstruction of a footway, the Contractor shall provide an alternative safe footway, properly signed, guarded and lit.
33. When mud, clay or similar material has fallen on a highway from a vehicle or as a result of the works, it shall be removed from the highway as completely and as soon as is reasonably practicable. The contractors attention is drawn to Sections 148 and 149 of the Highway Act 1980. The person in charge of a vehicle shall not bring the vehicle, or cause it to be brought upon the public highway, unless all mud, clay, lime and similar material which is likely to cause an obstruction or danger to persons using the highway, or damage to the surface of the highway has been removed completely, as is reasonably practicable from the wheels.
34. The Contractor shall ensure that all highway drains and ditches, roadside and other, are kept clear of any spoil, mud, slurry or other material likely to impede the free flow of water therein.
35. Existing public highways must not be used as site roads or sites for stock-piling and storing plant, vehicles, materials or equipment. The Contractor shall be liable for the cost of reinstatement if damage has been caused to the highway.
36. The Contractor shall comply with the general recommendations set out in BS 5228 "Code of Practice for Noise Control on Construction and Demolition Sites". The best practicable means to prevent or reduce noise during the excavation of work shall be taken including the use of effective silencers on power-operated plant and equipment and the use of a purpose-made muffler on any pneumatic breaker or drill. Noise assessments shall be undertaken by the Contractor in accordance with the Noise at Work Regulations 1989 and copies given to the Engineer.
37. During the progress of the works, the Contractor shall:
    - Take all measures reasonably required by any Public or Statutory Authority for the full protection of its sewers, drains, pipes, mains, cables or any other apparatus, and shall afford proper facilities to accredited representatives of such authorities for access as may be necessary for inspection, repair, renewal or removal of any such apparatus.
    - Temporarily support any sewers, drains, pipes, mains, cables or other services affected by the works.
    - Be responsible for ensuring that all hydrant covers, stop tap boxes, chamber covers etc. are raised or lowered to suit the finished levels of the carriageway and footway, margin or verge. Note that all covers shall be adjusted to their final level immediately prior to the laying of the surface course.
    - Be aware that before final adoption of the highways, the Developer is responsible for ensuring that the Statutory Undertakers have given final approval to their plant, which is located in these highways and provide written confirmation from the Statutory Undertakers to the Engineer.
38. The S278 construction works programme shall outline that that all works within the area of carriageway construction such as drainage and sewerage works, installation of Statutory Undertakers mains and service cross sections, ducts and chambers for future cabling and street lighting shall be complete before highway construction is commenced.
39. Existing drains and culverts shall be properly connected and jointed to new drains and culverts as construction proceeds. The Contractor shall carry out any services, tests and trial holes necessary to locate existing sewers, drains and culverts.
40. Prior to breaking into an existing sewer, drain or culvert, the Contractor shall give notice of his intention and receive approval of the authority responsible for the sewer, drain or culvert. This work shall be carried out in accordance with the requirements of the appropriate Drainage or Highway Authority.
41. Gullies are not to be positioned in vehicle, pedestrian or wheel chair crossings.
42. New drainage pipelines failing any of the appropriate tests shall have defects made good and re-tested at the Contractors expense.
43. Tactile paving in accordance with LCC standard details: SD/11/2, SD/11/17, & SD/11/20A

Rev	Description	By	Checked	Date
Rev E	Speed tables removed as requested by LCC. Amended drainage strategy.	By CM	Checked TH	Date 26.06.2015
Rev D	Eastern footway crossing of Grange Road moved nearer to the access to the surgery. Deflection arrows provided. Signs RS03, RS04, RS05 removed. Thermoplastic cycleway markings provided. On/off cycleway arrangements provided. S278/S38 extents moved to top of ditch. Highway drainage detaied.	By CM	Checked TH	Date 29.07.2015
Rev C	Tactiles updated, cyclist facilities provided, footway amended to 45°, MHs moved.	By CM	Checked TH	Date 26.06.2015
Rev B	Extent of works revised to accommodate additional works.			Date 25.02.2015
Rev A	Amendments following Road Safety Audit 1/2 comments.			Date 13.11.2013

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Client TAYLOR WIMPEY

Project HOUSING DEVELOPMENT
OFF GRANGE ROAD
HUGGLESCOTE, LEIC'S.

Title SECTION 278 WORKS
GENERAL ARRANGEMENT
PLAN

Scale at A0	Drawn by	Checked by	Date
1:200	JRY	-	OCTOBER 2013

Status	Project ref	Drawing no.	Revision
FOR TECHNICAL APPROVAL	R6554/PP	E02	E

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