

**CABINET – 25 JUNE 2019****CAPITAL INVESTMENT INTO SOCIAL CARE ACCOMMODATION BASED  
SUPPORT SERVICES****REPORT OF THE DIRECTOR OF ADULTS AND COMMUNITIES AND  
DIRECTOR OF CORPORATE RESOURCES****PART A****Purpose of the Report**

1. The purpose of the report is to seek the Cabinet's approval for the proposed Social Care Accommodation Development Plan and Investment Prospectus (appended to this report) which are aimed at increasing the supply of social care accommodation based support services in Leicestershire, along with associated developments and procurement activity.

**Recommendations**

2. It is recommended that:
  - a) The Social Care Accommodation Development Plan and Investment Prospectus 2019-2037, be approved and the Director of Adults and Communities, in consultation with the Director of Corporate Resources, be authorised to review and update the Investment Prospectus annually;
  - b) The identified priorities for the development of specific social care accommodation units between 2019-2022 as detailed in paragraph 30 of the report, be noted;
  - c) The proposed approaches to increase the supply of social care accommodation, as detailed in paragraphs 40–54, including the procurement of a Registered Social Landlord to act as a Landlord for Council developed properties and provide additional design expertise in the short to medium term, be approved;
  - d) The approaches to be taken to deliver the care and support provided within the new social care accommodation developments as detailed in paragraphs 55-56 of the report, including the use of more flexible frameworks, be approved;
  - e) It be noted that a further report will be considered by the Cabinet in autumn 2019 which will include details of the necessary capital investment required to progress the Year 1 priorities identified in the Social Care Accommodation Development Plan, along with a proposed scheme of delegation.

**Reasons for Recommendations**

3. The revenue costs of supporting those with social care needs are increasing and are likely to continue to increase annually for the foreseeable future. Accommodation

based care is to a greater or lesser extent dependent on costs associated with the provision of accommodation which itself is influenced by investment models within the private social care and investment markets. By engaging with the market, the Council has sought to understand how it can ensure the required supply of accommodation is developed at an affordable and sustainable cost to the Council. To this aim it has developed a Social Care Accommodation Development Plan and Investment Prospectus that recognises that there will always be a mixed market of provision and the Council.

4. Enabling the Director to review and update the Investment Prospectus each year will ensure that it remains up-to-date and relevant.
5. Funding for work associated with the Social Care Accommodation Development Plan and Investment Prospectus is in place for 2019/20 but capital investment required for the Year 1 priorities will need further consideration.

### **Timetable for Decisions (including Scrutiny)**

6. The Adults and Communities Overview and Scrutiny Committee was updated on the feedback from the soft market testing exercise at its meeting on 11 March 2019, with a further report was presented to them on 10 June 2019 regarding the needs analysis undertaken and the general approaches proposed to increasing the supply of accommodation. The Committee welcomed and supported the proposals.
7. Subject to the Cabinet's approval it is intended that a Social Care Accommodation Service team would be put in place and commence work during the summer, and the Investment Prospectus would be launched in the autumn.
8. A further report will be presented to the Cabinet in the autumn requesting capital investment to progress the Year 1 priorities identified in the Social Care Accommodation Development Plan, along with a proposed scheme of delegation.

### **Policy Framework and Previous Decisions**

9. In October 2018, the Cabinet considered a report detailing work being undertaken to develop a capital investment plan for accommodation based support services and approved the publication of a Prior Information Notice (PIN) to enable engagement with the market.
10. The County Council's Strategic Plan 2018-22, supported by the Enabling Growth Plan, sets out the Council's objectives for the rationalisation and utilisation of its assets, maximisation of capital receipts, and facilitating the delivery of affordable and quality homes and building a strong economy, generating economic growth.

### **Resource Implications**

11. This change in approach to adult social care accommodation will require an increase in capital expenditure. The extent of the increase will depend on the pipeline of new projects and this will be reflected in future Council capital programmes. Business cases will be developed for each project to ensure that investment is supported by a sound economic case.

12. It is worth noting that the 'capital' cost of existing private and public sector social care accommodation is currently being funded through revenue expenditure. The proposed new approach, whilst increasing capital expenditure, would reduce the revenue costs associated with the new accommodation. The expected revenue benefit will be detailed in each business case brought forward.
13. The proposals require the creation of a Social Care Accommodation Service within the Adults and Communities Department for an initial period of two years at an estimated annual cost of £390,000. In 2019/20 this can be met from within existing departmental budgets. This will be reviewed as the approach is developed and future years' funding requirements will be identified through the refresh of the Medium Term Financial Strategy.
14. The financial implications for each new scheme will be included in the specific business case. Work has been undertaken to build a generic cost avoidance model that will help to evaluate business cases for all types of future adult social care accommodation schemes. The model is based on a set of underpinning assumptions relating to the placement pathway that service users would be expected to take with and without the proposed new scheme in place, and an estimate of the care cost for each. This enables an estimate of cost avoidance to be made alongside the other financial elements of each business case. Assumptions relating to care costs have been calculated based on existing data, where it is available, and have been modelled where it is not; further work will be taken to refine these assumptions over time.
15. The Director of Corporate Resources and the Director of Law and Governance have been consulted on the contents of this report.

### **Circulation under the Local Issues Alert Procedure**

16. A copy of this report has been circulated to all Members of the County Council.

### **Officers to Contact**

Jon Wilson, Director of Adults and Communities  
Adults and Communities Department  
Telephone: 0116 305 7454  
Email: [jon.wilson@leics.gov.uk](mailto:jon.wilson@leics.gov.uk)

Nev Wilkinson, Head of Service  
Corporate Resources  
Tel: 0116 305 0540  
Email: [nev.wilkinson@leics.gov.uk](mailto:nev.wilkinson@leics.gov.uk)

Fiona McMahon, Head of Service  
Adults and Communities Department  
Telephone 0116 305 0333  
Email: [fiona.mcmahon@leics.gov.uk](mailto:fiona.mcmahon@leics.gov.uk)

## PART B

### Background

17. Supporting people to remain within their own home for as long as possible not only provides people with the greatest level of independence but is the most cost-effective response to rising adult social care demand. This requires, however, the right type of accommodation, with the right level of support to meet an individual's needs at the time it is required. Where people cannot remain in their own home, community-based accommodation options in the form of extra care and supported living can provide a cost effective and positive alternative to residential care.
18. Active, healthy and engaging communities lead to reduced reliance on health and social care services, yet the provision of different models of housing and support options remains underdeveloped in the UK. There is also limited public knowledge of the housing and support options available and a shortage in the supply of options offering a mix of tenure types (e.g. ownership, rented and shared ownership).
19. It is recognised there will always be a need for residential care to meet the needs of some older people and a small proportion of working age adults who have complex needs. Investing in residential care is an opportunity for the Council to control the building design, associated costs, profit levels and quality of care service commissioned. This is particularly the case with residential assessment units where the aim is to accommodate the individual for a short period whilst a longer-term solution is established, and where individuals have complex needs that are difficult to meet at a sustainable cost within the private market.

### Characteristics of Social Care Accommodation Schemes

20. Social care accommodation is designed, built or adapted to facilitate the care and support needs that its tenants or owners may have now or in the future. For older adults, this includes extra care schemes that normally include a minimum of 60 homes. For working age adults, supported living schemes typically mean flats incorporating around 12 homes, although this can vary depending on the needs of the individuals the scheme is intended to provide for.
21. Supported accommodation and extra care are models where the individual either has a tenancy or owns/part owns the property that they live in with the care or support provided by a registered provider. The individual meets their own accommodation costs, utility costs and accommodation service charges. In supported living or extra care, the individual has greater independence and protections as a tenant or leaseholder.
22. Residential care is provided by a registered provider and the fee charged covers both the accommodation (hotel) costs and the care. The table below sets out the characteristics of supported living and extra care schemes:

Characteristic	Extra care scheme	Supported Living Scheme
Self-contained one or two bedroom apartments or bungalows as part of a wider scheme	Yes	Yes

Available to people eligible under the Care Act	Yes	Yes
Available to people with no eligible needs under the Care Act	Yes	No
Unplanned care available to meet urgent care needs	Yes	Yes
24/7 onsite response to unplanned or urgent care needs	Yes	Maybe
Communal facilities for activities to promote social inclusion and wellbeing	Yes	Yes
People will be tenants or owner occupiers responsible for their housing and living costs	Yes	Yes
Provision of respite care	Maybe	No
Equipped with assistive technology to promote independence and meet needs	Yes	Yes
A community hub providing a base for activities, facilities and services for the local community	Yes	Maybe
Links to volunteering, employment, training or leisure activities	Yes	Yes
Intermediate care/assessment/reablement facilities	Maybe	Maybe

### **Population increases and demand for social care accommodation**

23. Between 2016 and 2041, the number of households in the County is set to increase by over 60,000, an increase of over 21%. Across Leicestershire, the largest change is projected to be in Charnwood, which will see a considerably higher rate of household formation than other districts (an extra 18,000 households, an increase of 25%) followed by Hinckley and Bosworth (a projected extra 10,500 households, an increase of 22%). Oadby and Wigston is expected to see the smallest change (just under 2,000 additional households), also the smallest percentage increase at 8.6%.
24. Between 2014 and 2039, households headed by those aged 25-64 are projected to decrease from 65.9% to 56.5%, with those households headed by those aged 75-84 increasing from 10.9% to 15.3%. The Housing and Economic Development Needs Assessment estimates a need for an additional 9,460 specialist dwellings for older persons in Leicestershire over the 2011 to 2036.
25. Using these population figures in conjunction with the strategic intention to reduce the use of residential care, it is estimated that by 2037 a further 700 units of supported living and 1,100 units of extra care accommodation will be required. The need for nursing care placements and residential placements will remain relatively stable, but those requiring services will have far more complex needs. The Council has recently engaged with a strategic partner to develop the Target Operating Model for Adult Social Care. This work is ongoing but has already identified a cohort of 210 working age adults currently in residential care who could be better supported in a more independent setting.

### Specialist units

26. In addition to general supported living, Leicestershire requires the provision of specialist units that can accommodate individuals with more complex needs such as those leaving long-stay hospital. These types of accommodation are built more robustly, have greater space standards (including for example features such as underfloor heating rather than radiators on the walls). They typically accommodate 2 to 5 people and require space for staff. They are more expensive to build than 'standard' supported living accommodation and not readily available on the market. The additional cost often means that the ongoing revenue costs are also higher. The Council has already developed one such scheme in the Hinckley area and would generate revenue savings by developing more. A lack of suitable accommodation of this type contributes to delayed transfers of care for people leaving hospital, a significant concern for the health and social care sector.

### Transitional accommodation for young people

27. Another sub-category of need identified within supported living is that of transitional accommodation for young people. Sixteen of the 85 referrals received by the Council's Pathway to Supported Living Team are for young people (aged 17-18) with a growing need for transitional accommodation that can support them with emotional and behavioural difficulties and enable their preparation for greater independence. This type of accommodation would be ensuite with communal kitchen and living areas designed to enable young people to gain further independence before moving on to more settled accommodation.

### Residential care

28. In terms of residential care, there have been gaps identified in the provision of short-term assessment and reablement units for both older adults and working age adults. Recent requests to the market to deliver short-term residential reablement and assessment beds for older adults have proved unsuccessful. There is no current assessment provision for working age adults. This is an area that the Council would benefit from directly investing in as the longer-term placements costs for the individuals are likely to be at a reduced rate once a full understanding of their needs has been determined.

### Specialist dementia provision

29. There has been an identified gap in the provision of specialist dementia provision. This is both in terms of long-term accommodation options for people who have been recently diagnosed and would benefit from a more supportive environment and for those with either complex behaviours or intensive support requirements.
30. Combining these figures with the population growth figures detailed above, the following number of units have been identified as a priority to develop over the next five years:

Type of Scheme	2019	2020	2021	2022	2022
Extra Care	80 units	50 units		100 units	100 units

Supported Living	38 units	60 units	70 units	50 units	30 units
Transitions Accommodation	6 units	6 units	6 units	6 units	6 units
Transforming Care/Complex	4 units	4 units	4 units	4 units	
Dementia Unit		24 units		20 units	
Assessment Unit		10 units	10 units		

31. There is a significant time delay in developing extra care accommodation and although the commitment to schemes can be made within the year, it is unlikely that any additional accommodation will be available until 2021. The resource commitment for the 2019 developments will be outlined in the report to the Cabinet in the autumn.
32. More detail on the current supply and demand for accommodation can be found within the Investment Prospectus, including breakdowns at a district level.

### **Market feedback and learning from other areas**

33. To support the identification of a fresh approach, on 24 October 2018, the Council published a PIN on the East Midlands Tenders portal titled, "*Construction, provision and operation of accommodation-based support for older people including options to rent or buy and for younger adults with disabilities*". The PIN closed on 19 November 2018. The Council received 13 separate responses, from large operations that have a major presence nationally within the social care sector as well as smaller regional commercial operations. Responses were also received from regional housing and social care providers and a limited number of development companies which specialise in the design and build of care accommodation.
34. In the following months, officers met with 16 providers to discuss the submissions and comments made. The meetings were semi structured discussions and involved officers from the Adults and Communities Department and colleagues from Property Services and Commissioning Support Unit (Corporate Resources). Key findings from the meetings included:
  - a) There is significant interest in investing in Leicestershire and working with the County Council. The size, demographic and geographical placement of Leicestershire is attractive. Private investors are seeking information from the Council on demographics and projected need and guidance on the Council's requirements and approach to engaging with suppliers so that they can make informed decisions. Suppliers would like guidance on available land and support with planning applications.
  - b) Buildings are an attractive financial investment. There are willing investors seeking opportunities. In larger developments, mixed tenure and mixed-use developments are generally more successful. Flexibility is key in terms of design and future use.
  - c) Traditional frameworks and other procurement models are not enabling an agile, bespoke solution to commissioning accommodation and care packages. The

need for flexibility in procurement methods was a recurrent theme and there are more flexible and responsive methodologies in use in other Councils, including the use of dynamic purchasing systems.

- d) Traditional models of gifts of land, capital and void guarantees are still sought by providers, but there is a willingness to explore different models. Smaller specialist providers are looking for opportunities to innovate and develop care led accommodation. For these providers sustainability is linked to the need to secure long-term funding arrangements and assurance around support contracts.
- e) When asked about the role of the Council, many providers highlighted its function as a facilitator in providing data and insight into future demand and as an influencer across other public sector partners, including health, for the commissioning of services. Several respondents cited the Council's role as setting a clear vision and priorities which they could react to.

35. In developing the new approach, the Council has also had regard to the following recent reports:

- Grant Thornton UK LLP (the Council's external auditors) which detailed that the lack of diversity in care markets was a major risk to care market sustainability;
- The Regulator of Social Housing has raised concerns about the lease model used by some Registered Provider Landlords. This is a different business model to more established Registered Providers, which will typically be better capitalised, operate with higher margins and have a range of assets and income streams. The Council is keen to ensure the viability of long term supported living provision.

36. The Association of Directors of Adult Social Services commissioned the Housing Learning and Improvement Network (HLIN) to support Councils in reviewing their approaches to developing Social Care Accommodation. Only limited time has been made available to each authority, but early drafts of the Social Care Accommodation Development Plan and Investment Prospectus were shared with the HLIN consultant who supported the general approach being proposed to help shape the wider market and improve the quality of accommodation available. The risk of lease-based landlords was also highlighted in this discussion and suggestions around a framework for landlords was offered.

### **Future Approach – New Social Care Accommodation Development Plan and Investment Prospectus**

- 37. In light of the above, to ensure the Council can provide the right mix of accommodation at the right time and to suitably meet resident's needs, it has had to consider its future approach to the provision of adult social care accommodation both in terms of what it secures from the private market, as well as what it can best provide directly by developing its own provision.
- 38. Following the engagement undertaken with private sector providers, the Council has developed a new Social Care Accommodation Development Plan and Investment Prospectus which is attached as Appendix A to this report. The aims and objectives of this are to:



- a) **Improve service user outcomes** - Support the adult social care commissioning strategy by promoting independence and avoiding long-term institutional care by having a range of more suitable options.
- b) **Shape the market and ensure capacity** – Have greater control in the design of property development for use as social housing and accommodation-based support services; determine the most suitable locations based on local intelligence.
- c) **Contain demand growth** - Manage demand by delaying and reducing the need for care by the Council having a greater influence over the development of the care market ensuring it has the right mix of services to meet local demographic need.
- d) **Contain cost pressures** – Transfer the emphasis from revenue expenditure to improved use of capital expenditure as well as support cost avoidance of high hotel costs incurred in purchase of residential/other specialist care/support.
- e) **Generate income** - Get a return on investment and therefore generate income to offset challenges of austerity on available budgets

### Options for Delivery

39. A number of options have been considered on how best to achieve the aims of the proposed Plan and Prospectus and deliver the range of accommodation required over the short, medium and long term. These are set out below:

Option	Conclusion
1 Do Nothing. Allow the market to develop in the current manner.	This is not a viable option. The market is not delivering the quantity or quality of accommodation required. The Council is seeking to have more control over the design, location and cost of accommodation, improve sustainability, mitigate against business failure, and deliver better outcomes for individuals.
2 Establish a local authority trading company (such as Essex Cares or Norse Care) to deliver all accommodation based support, including the development of the buildings, the landlord function and the care/support delivery.	The range and scale of accommodation and support required does not lend itself to being delivered by one sole organisation. Authorities that have taken this route have subsequently had to supplement provision with additional providers. This option also excludes the innovation and best practice that the wider market can bring to developments. However, it is recognised that markets and conditions change and this may be an option to reconsider at a later date.
3 Establish a local authority housing company that can build the accommodation and provide the required landlord functions	This may be the preferred long-term option for developing accommodation, although it is recognised that one provider cannot develop all the accommodation required. It will take significant time to establish such a company and

	will also have to operate in the context of the role that districts councils, registered providers and the private market play.
4 Establish a dynamic framework of social care accommodation providers so that specific requests for accommodation can be made to the market and enables a more flexible approach to procurements.	This option would be developed as part of the increasing use of flexible procurement methods and will allow the Council to request specific schemes where there is an identified need from providers who have met required standards.
5 Procure a strategic partner and establish a joint venture company to deliver all accommodation-based support, including the development of the buildings, the landlord function and the care/support delivery.	The range and scale of accommodation and support required does not lend itself to being delivered by one sole organisation. This option also excludes the innovation and best practice that the wider market can bring to developments.

### **Preferred Delivery Approach**

40. This assessment and continued discussions with private sector providers have confirmed that no single approach will meet the demand for increasing the range of social care accommodation needed in the County. The view of those with experience and knowledge of the market suggest that a mixed model 'toolbox' approach is required, and this could involve the Council both influencing the market and directly developing provision.
41. It is proposed therefore that a range of interventions be adopted including direct development, as well as enabling and facilitating developments through the wider accommodation and support market. The Council will also need to work with the district councils which hold the housing duty for local residents to ensure developments take proper account of social care accommodation needs when considering planning applications.
42. Outlined below are those approaches that have been identified as the preferred way forward and which are contained within the proposed Social Care Accommodation Development Plan and Investment Prospectus.

Design	Build	Landlord	Care and Support
The procurement of a landlord partner for all new County Council developed schemes which would include the requirement for the landlord partner to be	A build contractor is procured for each new scheme.  If the Council were to consider the establishment of a development company at some point in the future, it could consider incorporating these developments into	A procurement exercise is carried out to appoint a Landlord partner for all new schemes. (Short Term)  If the Council were to consider the establishment of a housing company at some point in the future, it could consider incorporating the Landlord function into its	A flexible framework of providers is established (Dynamic Purchasing System)

able to supply a design service, which can be purchased when required.	its scope.	scope.	
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### Developing Provision

43. The Council is currently exploring the best approach for delivering and supporting growth needs across the County (this is the subject of a separate report on this agenda for this Cabinet meeting) and a consideration will be given to the delivery of the Council's adult social care accommodation needs through the identified growth delivery options (ie self-development and a joint venture approach). The current model used by the Council to develop direct provision is to undertake a tender for each aspect of the work (design, build, operate). A Leicestershire County Council Company would be able to develop the accommodation and could become a Registered Social Landlord and therefore issue and administer appropriate residential tenancies. This would provide the Council with the greatest control and return on an investment. However, whilst the Council continues to develop this, it will be necessary to identify a Registered Landlord (via a procurement process) which could take on the landlord function in the Council-developed properties and provide additional design capacity where required. The building work for each scheme would be awarded via a compliant procurement process.
44. In order to develop appropriate accommodation, the Council will use the Investment Prospectus to identify annually the priority schemes for development and consider them within the current estates and capital investment programme. The Council will seek opportunities where it can invest capital to either acquire ownership or an interest in suitable property. This will particularly apply where an identified need is not likely to attract interest from the wider market (such as bespoke, higher cost schemes), or where build costs make it prohibitive without a contribution from the local authority. The Council will consider these opportunities where it can offset revenue costs through the capital development. A decision-making matrix will consider factors such as the identified need, the return on capital, suitability of location, utilisation risk and exit strategy. Where a scheme passes these screening criteria a full business case will be developed including the options for care/support delivery.
45. The key advantages for the Council of funding accommodation provision is that it enables it to build the type of accommodation that is required, it creates a valuable asset, and offers the potential to recover the costs if it sells some properties in a mixed tenure development.

### Enabling developments

46. The Council will update the Investment Prospectus on an annual basis so that the market has up-to-date information on the current supply and demand of social care accommodation and the identified gaps. It will seek feedback from stakeholders on

what information is included so that it becomes increasingly comprehensive and relevant.

47. The Council will make capital contributions to developments where it will enable an identified need to be met. This could include contributions to fund areas such as communal areas within supported living schemes not met by grant conditions, or in exchange for influencing who accommodation is allocated to in extra care. The evaluation of capital contributions to schemes will be conducted on set methodology that considers – the identified need, the location, the revenue saving, and whether the need could be met in a different way.
48. Where an identified gap can be evidenced, the Council will work with partners wishing to progress applications to bodies such as Homes England or NHS England. This will enable accommodation to be developed within affordable rent limits for the individual and not require enhanced support contract fees from the Council. The Authority will then update the Investment Prospectus so that the market is aware that the need has been met.
49. The Council recognises that some providers require the contract to deliver support in order to commit to developing accommodation within an area and will therefore develop a more flexible approach to procurement using flexible/dynamic frameworks that enable providers to bid to develop both the accommodation required and provide the support if this is identified as the most appropriate model. A pilot will be established which is likely to be for specific, small bespoke provisions and providers will need to meet set quality standards.
50. There are currently a number of existing supported living schemes owned by providers that are increasingly unable to meet future demand. This is resulting in an increased number of voids within the properties making them economically unviable. The Council will therefore work with service users who may be affected should providers or landlords wish to decommission this accommodation and seek the reinvestment of the capital into suitable alternative provision.
51. Voids obviously present a risk to the viability of schemes and the Council will therefore work with providers to find a mutually acceptable position. In the majority of schemes, the void risk will be shared between the landlord and the support provider, however where the Council seeks to have full nomination rights to ensure the utilisation for a specific client group it will seek to negotiate acceptable terms.

#### Facilitating and encouraging

52. Private developers will continue to be the major provider of new accommodation across Leicestershire. It is essential therefore that the Council works with developers and district councils to engage, inform and influence investment decisions. District councils have a large role in providing social care accommodation and that they have significant market influence through Section 106 (developer funding) and the planning process. The Council will therefore seek to establish stronger working relationships to enable needs data to inform local plans and developments.
53. The Council will seek to develop strong partnership arrangements with suppliers so that best practice and innovation can be shared and encouraged. It is recognised that many of the challenges it faces are not unique and that providers are working in

creative ways to meet these needs in other areas and will seek to develop ways of engaging with suppliers that seek their expertise and creativity rather than dictating delivery methods.

54. Finally, the Council will seek to ensure that residents of Leicestershire are widely informed of the range of housing options available and the different models of support within them so that they are enabled to make informed choices about meeting future or current care and support needs.

#### Delivering the Care and Support

55. Over recent years the care market has changed significantly and with the introduction of the living wage and other legislative changes the differential between public and private sector pay and reward structures have reduced significantly. This combined with the successful commercial approach taken in some parts of the Council means that a full range of delivery options has to be considered when determining how best to ensure the delivery of care and support.
56. For the majority of provision, the Council proposes to use a range of flexible frameworks to identify the most suitable provider to deliver the care and support but will consider directly delivering the care directly as an option when developing outline business cases for new schemes.

#### Governance and Monitoring Progress

57. In order to ensure the increased demand for Social Care Accommodation is met, and in recognition of the skills and knowledge needed to do this, a Social Care Accommodation Development Team will be established for an initial period of two years, after which it is anticipated that after this time the skills and knowledge will have been embedded within the Council.
58. Governance of this work will be via a Social Care Investment Board comprising senior officers from the Adult and Communities, Children and Family Services, Corporate Resources and Chief Executive's (Legal) Departments. This Board will oversee the work of the Social Care Development Team and progression of business cases. A further report will be brought to the Cabinet in autumn 2019 seeking to include provision for these developments in the next Capital Programme and for delegated authority to proceed with developments in accordance with the Social Care Accommodation Development Plan and Investment Prospectus.
59. A stakeholder map and communication plan are being developed to ensure that key partners such as districts councils, local members and health partners are kept informed of relevant developments.
60. This report is in the context of the following items also on today's Cabinet agenda regarding the delivery of growth in Leicestershire, a review of the County Council's Planning Obligations Policy, and progress with development of short breaks and supported living services in the North West Leicestershire area.

## **Equality and Human Rights Implications**

61. An Equalities and Human Rights Impact Assessment (EHRIA) screening was undertaken and concluded that the overall impact of this work would likely be positive with some elements resulting in a neutral impact.
62. EHRIA screenings, and if required full assessments, will be carried out at the appropriate time for individual investment opportunities falling within the programme. These will be driven by intelligence and involve engagement and consultation with local and strategic stakeholders. They will be informed by outcomes achieved and lessons learned from property refurbishments carried out in 2017-18.

## **Background Papers**

- Report to the Cabinet: 16 October 2018 – Capital Investment into Adult Social Care Accommodation Based Support Services  
<http://politics.leics.gov.uk/documents/s141198/Capital%20Investment%20into%20ASC%20Accommodation%20based%20Support%20Services.pdf>
- Leicestershire County Council Strategic Plan 2018-22  
<https://www.leicestershire.gov.uk/about-the-council/council-plans/the-strategic-plan>
- Report to the Adults and Communities Overview and Scrutiny Committee: 11 March 2019 - Capital Investment into Adult Social Care Accommodation Based Support Services –<http://politics.leics.gov.uk/ieListDocuments.aspx?CId=1040&MId=5687&Ver=4>
- Grant Thornton – Social care: is supply the new demand: March 2019 -  
<https://www.grantthornton.co.uk/globalassets/1--member-firms/united-kingdom/pdf/documents/social-care-is-supply-the-new-demand.pdf>
- Regulator of Social Housing – Lease-based providers of specialised supported housing: April 2019 –  
[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/792650/Lease-based\\_providers\\_of\\_specialised\\_supported\\_housing\\_-\\_April\\_2019.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/792650/Lease-based_providers_of_specialised_supported_housing_-_April_2019.pdf)

## **Appendix**

Appendix - Social Care Accommodation Development Plan and Investment Prospectus