



Meeting: **Cabinet**

Date/Time: **Friday 10 March 2017 at 11.00 am**

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

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

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Membership

Mr. N. J. Rushton CC (Chairman)

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

Please note: this meeting will be filmed for live or subsequent broadcast via the Council's web site at <http://www.leicestershire.gov.uk> - notices will be on display at the meeting explaining the arrangements.

AGENDA

Appendices to the reports below have been circulated separately. They can be viewed on the County Council's website, at - <http://ow.ly/6PMI309tb4W> (copies can be obtained by contacting the Committee Officer).

<u>Item</u>	<u>Report by</u>
1. Minutes of the meeting held on 10 February 2017.	(Pages 3 - 12)
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 and Rutland Local Safeguarding Children Board and Safeguarding Adult Board Business Plans 2017/18.	Independent Chair of the Safeguarding Boards (Pages 13 - 20)



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| 5. | Ofsted Inspection of Services for Children in Need of Help and Protection, Children Looked After, and Care Leavers. | Director of Children and Family Services | (Pages 21 - 28) |
| 6. | 2018/19 School and High Needs Funding Proposals. | Director of Children and Family Services | (Pages 29 - 36) |
| 7. | Environment and Transport Interim Commissioning Strategy 2017/18 Refresh. | Director of Environment and Transport | (Pages 37 - 44) |
| 8. | Melton Mowbray Transport Strategy and Distributor Road - Development of a Business Case and Identification of a Preferred Route. | Director of Environment and Transport | (Pages 45 - 52) |
| 9. | Community Speed Enforcement. | Director of Environment and Transport | (Pages 53 - 58) |
| 10. | Better Care Fund Plan 2017/18-2018/19. | Director of Health and Care Integration | (Pages 59 - 70) |
| 11. | Leicester and Leicestershire Strategic Growth Plan: Joint Statement of Co-operation. | Chief Executive | (Pages 71 - 76) |
| 12. | Working Together to Build Great Communities in Leicestershire: Draft Communities Strategy 2017-21. | Chief Executive | (Pages 77 - 82) |
| 13. | Accommodation Strategy for Working Age Adults 2017-2022. | Director of Adults and Communities | (Pages 83 - 90) |
| 14. | Integrated Commissioning of a Dementia Community and Hospital In-Reach Support Service. | Director of Adults and Communities | (Pages 91 - 98) |
| 15. | Discharging Leicester City Council's Internal Audit Function. | Director of Corporate Resources | (Pages 99 - 104) |
| 16. | Dates of Council Meetings 2017/18 and 2019/20. | Chief Executive | (Pages 105 - 106) |
| 17. | Items referred from Overview and Scrutiny. | | |
| 18. | Any other items which the Chairman has decided to take as urgent. | | |



Minutes of a meeting of the Cabinet held at County Hall, Glenfield on Friday, 10 February 2017.

PRESENT

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

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

Apologies

Mr. B. L. Pain CC

In attendance

Mr. G. A. Hart CC, Mr. P. G. Lewis CC, Mr. R. J. Shepherd CC, Mr. R. Sharp CC, Mr. S. J. Galton CC and Mr. S. Sheahan CC.

520. Minutes of the previous meeting.

The minutes of the meeting held on 13 December 2016 were taken as read, confirmed and signed.

521. Urgent items.

There were no urgent items for consideration.

522. 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.

The following declarations were made with regard to item 9 on the agenda, 'Planning Applications in Melton Borough Villages':-

Mr. Rhodes CC - a Personal Interest which might lead to bias as a member and previous leader of Melton Borough Council. He undertook to leave the meeting during consideration of this item.

Mrs. Posnett CC - a Personal Interest which might lead to bias as the Leader of Melton Borough Council. She undertook to leave the meeting during consideration of this item.

Mr Orson CC – A Disclosable Pecuniary Interest as a local land owner. He undertook to leave the meeting during consideration of the item.

523. Medium Term Financial Strategy 2017/18 - 2020/21.

The Cabinet considered a report of the Director of Corporate Resources regarding the proposed Medium Term Financial Strategy for 2017/18 to 2020/21 (MTFS). A copy of the report, marked '4', is filed with these minutes.

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

The Director reported that the final Local Government Finance Settlement had not yet been received. If announced in time, any changes arising from this would be reported to the Council at its meeting on 22 February.

Mr. Rhodes CC thanked officers for responding to the financial challenges faced by the County Council which had achieved a balanced budget for 2017/18 despite being the lowest funded County Council in the country. Other authorities that received more funding had not performed as well and were struggling to meet their statutory obligations.

Mr. Rhodes confirmed that the Council was continuing to pursue its Fair Funding campaign which had achieved growing support from other low funded authorities. He also said that the Council would look at the possibility of it becoming a pilot for the full retention of business rates.

Mr. Rhodes said it was appropriate for the Council to review its policy on subsidised transport to ensure the policy remained fit for purpose and continued to support the best use of resources.

Mr. Houseman CC, Mr. White CC and Mr. Ould CC agreed that the Council had managed to modify its services and reduce costs whilst protecting them as far as possible, continuing to support those most vulnerable. This was as a result of good medium term financial planning and the hard work of officers to transform services and reduce costs over a number of years.

RESOLVED:

That the following be recommended to the County Council:-

- (a) That, subject to the items below, the MTFS which incorporates the recommended revenue budget for 2017/18 totalling £348m as set out in Appendices A, B and E of this report and including the growth and savings for that year as set out in Appendix C, be approved;
- (b) That the projected provisional revenue budgets for 2018/19, 2019/20 and 2020/21, set out in Appendix B to the report, be approved including the growth and savings for those years as set out in Appendix C, allowing the undertaking of preliminary work, including business case development, consultation and equality impact assessments, as may be necessary towards achieving the savings specified for those years including savings under development, set out in Appendix D;
- (c) That the early achievement of savings that are included in the MTFS, as may be necessary, along with associated investment costs, be approved subject to the Director of Finance agreeing to funding being available;

- (d) That the level of earmarked funds as set out in Appendix J be noted and the use of earmarked funds be approved;
- (e) That the amounts of the County Council's Council Tax for each band of dwelling and the precept payable by each billing authority for 2017/18 be as set out in Appendix K (including the adult social care precept of 2%);
- (f) That the Chief Executive be authorised to issue the necessary precepts to billing authorities in accordance with the budget requirement above and the tax base notified by the District Councils, and to take any other action which may be necessary to give effect to the precepts;
- (g) That the Director of Finance be authorised to approve changes to the Business Rates Pooling agreement, which might occur as a result of the creation of a Leicester and Leicestershire Combined Authority;
- (h) That the transfer of £2.85m from the Schools Block to the High Needs Block of Dedicated Schools Grant be approved;
- (i) That the 2017/18 to 2020/21 capital programme as set out in Appendix F be approved;
- (j) That the Director of Finance following consultation with the Lead Member for Corporate Resources be authorised to approve new capital schemes including revenue costs associated with their delivery;
- (k) That it be noted that new capital schemes, referred to in (j), are shown as future developments in the capital programme, to be funded from capital funding available;
- (l) That the financial indicators required under the Prudential Code included in Appendix L, Annex 2 be noted and that the following limits be approved:

	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m
Operational boundary for external debt				
i) Borrowing	274.6	264.6	264.1	263.6
ii) Other long term liabilities	1.3	1.3	1.2	1.2
TOTAL	275.9	265.9	265.3	264.8
Authorised limit for external debt				
i) Borrowing	284.6	274.6	274.1	273.6
ii) Other long term liabilities	1.3	1.3	1.2	1.2
TOTAL	285.9	275.9	275.3	274.8

- (m) That the Director of Finance be authorised to effect movement within the authorised limit for external debt between borrowing and other long term liabilities;
- (n) That the following borrowing limits be approved for the period 2017/18 to 2020/21:
- (i) Upper limit on fixed interest exposures 100%
- (ii) Upper limit on variable rate exposures 50%

(iii) Maturity of borrowing:-

	<u>Upper Limit</u>	<u>Lower Limit</u>
	<u>%</u>	<u>%</u>
Under 12 months	30	0
12 months and within 24 months	30	0
24 months and within 5 years	50	0
5 years and within 10 years	70	0
10 years and above	100	25

- (o) That the Director of Finance be authorised to enter into such loans or undertake such arrangements as necessary to finance capital payments in 2017/18, subject to the prudential limits in Appendix L;
- (p) That the Treasury Management Strategy Statement and the Annual Investment Strategy for 2017/18, as set out in Appendix L, be approved including:
- (i) The Treasury Management Policy Statement, Appendix L, Annex 4;
 - (ii) The Annual Statement of the Annual Minimum Revenue Provision as set out in Appendix L, Annex 1;
- (q) That the Risk Management Policy and Strategy (Appendix H) be approved subject to consideration by the Corporate Governance Committee on 17th February 2017 and that the Director of Finance be authorised to make any necessary amendments arising from its consideration by the Corporate Governance Committee;
- (r) That the Capital Strategy (Appendix G) and Earmarked Funds Policy (Appendix I) to the report be approved.

(KEY DECISION)

REASONS FOR DECISION:

To enable the County Council to meet its statutory requirements with respect to setting a budget and Council Tax precept for 2017/18, to allow efficient financial administration during 2017/18 and to provide a basis for the planning of services over the next four years.

524. 2018/19 School and High Needs Funding Proposals.

The Cabinet considered a report of the Director of Children and Family Services concerning the second stage of two consultations issued by the Department for Education on the implementation of the National Funding Formula (NFF) for Schools and the introduction of a formulaic basis for the distribution of the High Needs Block of the Dedicated Schools Grant (DSG) in 2018/19. A copy of the report, marked '5', is filed with these minutes.

Mr. Ould CC said that he could not support the Government's proposals as most schools in Leicestershire, particularly primary schools and small schools, would be worse off as a result of the revised plans now put forward. Also, the inability to transfer funds from the schools high needs block took away the ability for the Authority to respond to local needs.

RESOLVED:

- (a) That the second stage consultations issued by the Department for Education on the implementation of a National Funding Formula for schools, and the formulaic distribution of the High Needs Block of Dedicated Schools Grant be noted;
- (b) That it be noted that the implications of the two consultations will be considered by the Schools Forum and the Children and Families Overview and Scrutiny Committee;
- (c) That a further report be submitted to the Cabinet in March 2017 setting out in detail the implications of the proposals for both the County Council and Leicestershire schools and academies, and a proposed response to the two consultations in light of any comments made by the Schools Forum and the Overview and Scrutiny Committee.

REASONS FOR DECISION:

To inform the Cabinet of the current proposals outlined within the two consultation documents.

525. Leicestershire's Policy on Admissions to Mainstream Schools: Determination of Admission Arrangements.

The Cabinet considered a report of the Director of Children and Family Services regarding approval of Leicestershire's School Admissions Policy for entry from September 2018 and the oversubscription criteria and the three co-ordinated schemes for the normal round of transfers. A copy of the report, marked '6', is filed with these minutes.

RESOLVED:

- (a) That the recommendations of the Office of the Schools Adjudicator (OSA) which resulted in minor amendments being made to Leicestershire's School Admissions Policy in December 2016 be noted;
- (b) That the Leicestershire's School Admissions Policy for entry from September 2018, as set out in Appendix A to the report, be approved;
- (c) That Leicestershire's oversubscription criteria and the three co-ordinated schemes for the normal round of transfers for September 2018 entry, as set out in Appendix B to this report, remain unchanged.

REASONS FOR DECISION:

The School Standards and Framework Act 1998 places an obligation on the County Council to determine the admission arrangements for community and voluntary controlled schools in Leicestershire.

As the admitting authority the County Council is required to confirm the school admissions arrangements by 28 February on an annual basis, even if no changes are made.

Amending the School Admissions Policy in response to the recommendations of the Office of the Schools Adjudicator ensured continued compliance with the National School Admissions Code.

526. Development of a Rail Strategy (including HS2) for Leicester and Leicestershire.

The Cabinet considered a report of the Director of Environment and Transport which advised the Cabinet of the outcome of the consultation on the draft Leicester and Leicestershire Rail Strategy, sought approval for the adoption of the Strategy and provided an update on HS2 following the recent Government announcement on the revised route of the eastern leg (Phase 2b). A copy of the report, marked '7', is filed with these minutes.

Members noted the comments received from Mr. S. D. Sheahan CC and Mr. Steward, Chair of the Sir John Moore Foundation, copies of which are filed with these minutes.

Members further noted the revised 'Table 1 (Comparison of affected properties)' which had been circulated separately following a review of the exercise undertaken to identify the number of properties within specific distances affected by the revised HS2 route. A copy of the revised table is filed with these minutes.

The Leader sought, and the Director provided confirmation that his detailed comments to HS2 Ltd in response to the consultation on the revised route would reflect the concerns expressed by those residents who would now be affected and that officers would work with HS2 Ltd to mitigate these as far as possible.

The Leader emphasised the need for residents, parish councils and other local groups, to directly respond to the consultation identifying their concerns to ensure these could be taken on board by HS2 Ltd when it determined the final route.

Mr. Blunt CC highlighted the devastating impact the revised route would now have on the village of Appleby and the Sir John Moore building which was a grade I listed building. He agreed that the Council's comments to HS2 Ltd should support those residents as far as it was able.

Mr. Osborne CC said that the Rail Strategy prepared jointly with the City Council and the LLEP (Leicester and Leicestershire Enterprise Partnership) would enable the Authority to better influence the rail industry, including HS2 Ltd, to support the local economy which could bring great benefits to the area.

RESOLVED:

- (a) That the results of the consultation on the draft Leicester and Leicestershire Rail Strategy be noted;
- (b) That the Leicester and Leicestershire Rail Strategy attached as Appendix B to the report be approved;
- (c) That the Cabinet's support in principle for a HS2 route through the County to Toton, subject to the caveats set out in Paragraph 36 of this report, be confirmed with the additional caveat that there should be no diminution of rail services to London on the West Coast Main Line post-opening of HS2, in terms of journey

time, frequency of service and general standard of rolling stock;

- (d) That the Director of Environment and Transport, following consultation with the Lead Member, prepare and submit more detailed comments on the revised route to HS2 Ltd in response to the consultation on Phase 2b, reflecting the potential impact on communities, businesses and infrastructure throughout Leicestershire.

(KEY DECISION)

REASONS FOR DECISION:

Adoption of the Rail Strategy will provide the Authority and its partners with an evidence-based document with which to engage and seek to influence the rail industry, including HS2 Ltd.

Confirmation of the Authority's position on the revised routing of the eastern leg of HS2 will enable officers to respond to consultations within the specified time period.

527. Community Speed Enforcement.

The Cabinet considered a report by the Director of Environment and Transport regarding the Government's national safety camera policy and the Council's aim to ensure this would allow Leicestershire communities to benefit from more effective speed management than was possible under current policy and resource levels. A copy of the report, marked '8', and a supplementary report which was circulated separately are filed with these minutes.

Members noted the comments received from Mr. M. Hunt CC, Labour Spokesperson on Environment and Transport, Mr. D. Snartt CC, member for the Bradgate division, and Mr D. C. Bill CC, the Liberal Democrat Spokesman on Environment and Transport, copies of which are filed with these minutes.

The Director said that in the light of comments made by the Department for Transport (DfT), as detailed in the supplementary report, it was important for the County Council to obtain clarity on the standing of the national guidance.

Mr. Osborne CC said it did not seem appropriate for the Council as a leading Authority to have to go against national guidance in order to respond to its communities needs and the Authority therefore needed clarity from the DfT on the way forward. The Council was trying to respond to residents' concerns, proposing a new approach to tackle speeding which was widely supported. However, support from the DfT would be required to ensure that the costs of implementing this were met by those offending and not local residents.

Mr. Blunt CC said that the proposal was an excellent, common sense solution to addressing speeding making use of modern technology which hopefully the DfT would recognise and support.

Other Members further supported the proposals and highlighted areas within their divisions which would benefit from the proposals.

RESOLVED:

- (a) That the letter attached to the supplementary report be sent to the Department for Transport and copied to local MPs for information;
- (b) That Subject to the response received from the Department for Transport, the Council continues to campaign for change to the national policy guidance on safety cameras, notably for new siting criteria, and in any event for the retention of fine revenue by local authorities to fund the camera installation costs;
- (c) That Support for the Council's proposed approach be sought from partner organisations which comprise the Leicester, Leicestershire and Rutland Road Safety Partnership;
- (d) That the Director of Environment and Transport:
 - (i) develop suitable trial schemes to prove the concept of the proposed community safety camera approach;
 - (ii) develop local criteria for the wider use of safety cameras in Leicestershire; and
 - (iii) submits a further report to the Cabinet detailing the response from the Department for Transport to the appended letter, the proposed trial sites, and the proposed local criteria.

REASONS FOR DECISION:

To clarify whether the approach proposed by the Council regarding the wider use of speed cameras would fall within the national published guidance and if not, the implications for the Authority if it chose not to follow this.

To enable the County Council to make the case to the Government for a change in national guidance, as necessary, on the use of speed cameras and the retention of fine revenue to fund installation costs, to improve quality of life for communities and address concerns about speeding vehicles, and to improve the health and wellbeing of Leicestershire's residents by reducing road deaths and injuries, reducing the fear of road danger, and encouraging more walking and cycling.

528. Planning Applications in Melton Borough Villages.

(Mr. Rhodes, Mrs Posnett and Mr Orson, having each declared an interest in this item, left the room during its consideration).

The Cabinet considered a joint report of the Chief Executive and the Director of Children and Family Services which highlighted the current position and challenges faced by the County Council arising from a number of planning applications for housing developments in villages within Melton Borough, in particular in Long Clawson, Somerby and Waltham on the Wolds, and the need to ensure the local planning authority understood the Council's position when making its decision on these applications. A copy of the report, marked '9', is filed with these minutes.

Mr. Blunt CC said that whilst it was a matter for the Borough Council to decide each application it was for the County Council to ensure there were sufficient school places to

meet the needs of those living in the new developments once constructed, and it could not do this unless adequate funding from the developers was secured.

RESOLVED:

- (a) That the concerns of the County Council regarding the applications for housing developments in villages within Melton Borough be drawn to the attention of the Borough Council;
- (b) That in responding as a consultee on planning applications for housing development the County Council emphasise the need for the local planning authority to ensure that any development permitted is sustainable;
- (c) That Melton Borough Council be requested to put appropriate mechanisms in place to ensure that the necessary support, through s106 developer contributions, are secured from individual developers to ensure that the infrastructure needs arising from the developments can be fully provided in a timely manner.

REASONS FOR DECISION:

There is a risk that a number of development proposals in Melton villages may receive planning consent in advance of the Melton Borough Local Plan being adopted. This would put pressure on, and risk compromising, existing infrastructure in those areas, particularly schools. This in turn may put a significant financial burden on the County Council and run the risk that important infrastructure needed to support such developments is not provided, resulting in them being unsustainable.

It is important that the County Council does what it can to meet the demands on its services in increasingly difficult financial circumstances and local planning authorities should do all they can do to ensure developments are sustainable and meet the reasonable obligations requested of them.

Ensuring that developers make appropriate contributions to mitigate the consequences of their developments via s106 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.

(Mr Rhodes, Mrs Posnett and Mr Orson returned to the meeting.)

529. Integrated Commissioning of Mental Health Recovery and Resilience Services - Outcome of Consultation.

The Cabinet considered a report of the Director of Adults and Communities regarding the outcome of the consultation on the future of mental health services in Leicester, Leicestershire and Rutland (LLR) and sought approval to proceed with partnership commissioning and procurement arrangements for preventative mental health recovery and resilience services with the East Leicestershire and Rutland, West Leicestershire and Leicester City Clinical Commissioning Groups and Leicester City and Rutland Councils.

Mr. Houseman CC said that the new model provided a much more co-ordinated approach to supporting people with mental health issues and he was pleased to see that the number of 'hubs' in Leicestershire had been increased to 7 in response to consultation feedback.

Mr. White CC also supported the new approach and confirmed that this would provide a much better local response to supporting people with mental health problems.

RESOLVED:

- (a) That the outcome of the public consultation on the future of mental health services across Leicester, Leicestershire and Rutland, as set out in Appendix A to the report, be noted;
- (b) That the Director of Adults and Communities be authorised to take action as necessary to implement the proposed joint procurement and commissioning of preventative mental health recovery and resilience services as set out in paragraphs 49-55 of the report.

(KEY DECISION)

REASONS FOR DECISION:

Joint procurement of a single model of service across Leicester Leicestershire and Rutland will offer a more consistent approach to people with mental health difficulties who need support in the community and to other stakeholders.

The future joint commissioning and procurement of services, through combining health and social care funding, will make the best use of available resources and enable all commissioning partners to achieve efficiency savings. It will also support the aim of co-ordinating care and integrating services around the person in order to improve outcomes and ensure high quality and sustainable service provision.

The new model will support outcome-based commissioning and delivery in line with the principles set out in the Adult Social Care Strategy. It will also achieve savings of £116,000 per annum for Leicestershire from mid-2017 onwards, as part of the Medium Term Financial Strategy (MTFS) Public Health Early Help and Prevention Review – Adults and Communities Departmental saving requirement (PH3).

The views of customers and stakeholders have informed both the development of the new model and the final revised proposals, thereby determining how this can best be achieved. The consultation indicated good support for the overarching model from both customers and stakeholders, and areas of concern have been addressed through revision of the delivery model.

530. Items referred from Overview and Scrutiny.

There were no items referred from the Overview and Scrutiny Committees.



CABINET – 10TH MARCH 2017

**LEICESTERSHIRE AND RUTLAND LOCAL SAFEGUARDING CHILDREN
BOARD AND SAFEGUARDING ADULT BOARD BUSINESS PLANS
2017/18**

**REPORT OF THE INDEPENDENT CHAIR OF THE LEICESTERSHIRE AND
RUTLAND LOCAL SAFEGUARDING CHILDREN BOARD (LRLSCB) AND
SAFEGUARDING ADULT BOARD (LRSAB)**

PART A

Purpose of the Report

1. The purpose of this report is to set out the draft proposed Business Plan priorities for the Leicestershire and Rutland Local Safeguarding Children Board (LRLSCB) and the Leicestershire and Rutland Safeguarding Adult Board (LRSAB) for 2017/18 for noting and comment by the Cabinet. This provides an opportunity for the Cabinet to reflect on whether matters identified are those that it, as the Executive for the County Council, wishes to address in relation to the effectiveness of safeguarding within the work of the Authority.
2. Previously the draft Business Plans have been presented in full to the Cabinet and the Overview and Scrutiny Committees but the business planning process has been delayed this year in order to incorporate the outcome of the Ofsted inspections. At this time the detail of the plans is still being developed and therefore this report just incorporates the Business Plan priorities.

Recommendations

3. It is recommended that the Cabinet comments on the proposed Business Plan priorities 2017/18 for the LRLSCB and LRSAB, particularly in relation to the business of the County Council in 2017/18.

Reasons for Recommendations

4. It has been considered good practice in Leicestershire to submit both the Annual Reports and Business Plans to the Cabinet and to the Overview and Scrutiny Committees for the LRSAB as well as the LRLSCB.
5. This report enables the Cabinet to comment on the draft Business Plan Priorities and to consider whether these priorities identify matters that it wishes to address in relation to the effectiveness of safeguarding within the work of the Authority.
6. The Annual Report of the LRLSCB and LRSAB was considered by the Cabinet on 16th September 2016 and emerging priorities for the new Business Plan for 2017/18 were discussed at that meeting. The views expressed by the Cabinet at that stage

were fed into the formative process for the Plan and are reflected in the priorities included in this paper. It is important to note that Ofsted has since undertaken its inspections of both Leicestershire and Rutland services for children in need of help and protection, children looked after and care leavers which included a review of the LRLSCB. Recommendations arising from these inspections have been incorporated into the Business Plans for 2017/18.

Timetable for Decisions (including Scrutiny)

7. The LRLSCB and LRSAB Business Plans will be the subject of wide-ranging consultation between January and March 2017 by the partner organisations that form the two Boards.
8. The LRLSCB Business Plan priorities will be considered by the Children and Families Overview and Scrutiny Committee on 6th March 2017 and the LRSAB Business Plan priorities will be considered by the Adults and Communities Overview and Scrutiny Committee on 7th March. Both Committees will also receive the LRLSCB/LRSAB Joint Business Plan priorities. Comments of the Committees will be reported to the Cabinet.
9. The Business Plan priorities will also be considered by the Leicestershire and Rutland Health and Wellbeing Boards. The Leicestershire Health and Wellbeing Board meets on 16 March 2017.
10. Any proposed additions or amendments to the draft priorities made by the Cabinet and other parties to the consultation will be reported to the Boards on 31st March 2017 when the final Plans will be submitted for approval.

Policy Framework and Previous Decisions

11. The LRLSCB and LRSAB are statutory bodies. Local authorities have a duty to ensure that the Boards are enabled to operate effectively. It is a requirement of Working Together 2015 (Government guidance on inter-agency working on children's safeguarding) and the Care Act 2014 to submit the Annual Reports to the Leader of the Council, and it has been deemed good practice to consult on the Business Plans since these form the core of the annual reporting process. In addition the Cabinet has always been included in this reporting.
12. The LRLSCB and LRSAB Annual Reports for 2015/16 were reported to the Cabinet in September 2016. The proposed Business Plans for the respective Boards for 2016/17 were submitted to the Cabinet in March 2016.

Resource Implications

13. There are no resource implications arising from the recommendation in this report. Both the LRLSCB and LRSAB operate with a budget to which partner agencies contribute under an agreed formula that reflects their size, operating budgets and legal safeguarding responsibilities.
14. The total budget within which the Boards operate in 2017/18 will be £346,090. The LRLSCB has a budget of £241,692 and the LRSAB a budget of £104,478, added to

which the Boards receive £40,500 from the community safety partnerships to support the undertaking of Domestic Homicide Reviews.

15. In 2017/18 Leicestershire County Council will contribute £83,415 to the LRLSCB and £52,798 to the LRSAB and in addition hosts the Safeguarding Business Office.
16. The contribution from the County Council's Children and Family Services Department is a reduction of £40,000 compared to 2016/17. This reduction is part of the Council's Medium Term Financial Strategy savings to 2020/21. Steps have been taken to match projected spend accordingly.

Circulation under the Local Issues Alert Procedure

17. None.

Officers to Contact

Paul Burnett, Independent Chair, LRLSCB and LRSAB
Safeguarding Business Office, Leicestershire County Council
Tel: 0116 305 7130 Email: paul.burnett@leics.gov.uk

Paul Meredith, Director of Children and Family Services
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Jon Wilson, Director of Adults and Communities
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PART B

Background

Statutory Framework

18. The LRLSCB is a statutory body established as a result of Section 13 of the Children Act 2004 and currently operates under statutory guidance issued in Working Together 2015. Whilst there is no statutory requirement to report the annual business plan to the Cabinet it has been considered best practice in the past so to do.
19. The LRSAB became a statutory body on 1st April 2015 as result of the Care Act 2014. The Act requires that it must lead adult safeguarding arrangements across its locality and oversee and coordinate the effectiveness of the safeguarding work of its member and partner agencies. It requires the LRSAB to develop and actively promote a culture with its members, partners and the local community that recognises the values and principles contained in 'Making Safeguarding Personal'. It should also concern itself with a range of issues which can contribute to the wellbeing of its community and the prevention of abuse and neglect, such as:
- the safety of people who use services in local health settings, including mental health
 - the safety of adults with care and support needs living in social housing
 - effective interventions with adults who self-neglect, for whatever reason
 - the quality of local care and support services
 - the effectiveness of prisons in safeguarding offenders
 - making connections between adult safeguarding and domestic abuse.

These points have been addressed in drawing up our Business Plan for 2017/18.

20. Safeguarding Adult Boards have three core duties. They must:
1. Develop and publish a strategic plan setting out how they will meet their objectives and how their member and partner agencies will contribute.
 2. Publish an annual report detailing how effective their work has been.
 3. Commission safeguarding adults reviews (SARs) for any cases which meet the criteria for these.

It is the first of these duties to which the Business Plan relates since this Plan essentially outlines our strategy for improvement.

Formulation of the Business Plans for 2017/18

21. As in 2016/17 the LRLSCB and LRSAB have formulated individual business plans supplemented by a joint plan that addresses priorities they will share. This is intended to secure a balance between achieving a strong focus on both children's and adult safeguarding issues and recognising that some safeguarding matters require approaches that involve both children and adult services and focus on whole family issues.
22. The future improvement priorities identified in the Annual Reports for 2015/16 have been built into the Business Plans for 2017/18. In addition to issues arising from the

Annual Report the new Business Plans' priorities have been identified against a range of national and local drivers including:

- national safeguarding policy initiatives and drivers;
- recommendations from regulatory inspections across partner agencies;
- the outcomes of serious case reviews, serious incident learning processes, domestic homicide reviews and other review processes both national and local;
- evaluation of the business plans for 2015/16 including analysis of impact afforded by our quality assurance and performance management framework;
- best practice reports issued at both national and local levels;
- the views expressed by both service users and front-line staff through the Boards' engagement and participation arrangements;
- recommendations contained in the Ofsted review of the LRLSCB (published on 13th February 2017) and the recommendations in the Ofsted inspections of Leicestershire and Rutland published on the same date.

23. The new Business Plans have been informed by discussions at number of forums since the autumn of 2016, including:

- a. the annual Safeguarding Summit of chief officers from partner agencies held on 23rd November 2016
- b. meetings of the Scrutiny bodies in Leicestershire and Rutland at which both the LRLSCB and LRSAB Annual Reports 2015/16 and future priorities for action have been debated;
- c. meetings of the Leicestershire and Rutland Health and Wellbeing Boards at which both the LRLSCB and LRSAB Annual Reports 2015/16 and future priorities for action have been debated;
- d. discussions within individual partner agencies.

24. Business Plan priorities were debated at the Children and Families Overview and Scrutiny Committee and the Adults and Communities Overview and Scrutiny Committee in September 2016 and the issues raised have been incorporated into the draft Business Plan priorities which will also be considered by the Committees.

25. The proposed strategic priorities were formulated through the annual Development Session of the two Safeguarding Boards held on 2 December 2016.

Business Plans 2017/18

26. We have continued our approach from 2016/17 focusing on areas that we have identified as priorities for development and improvement. Alongside these we have priorities for which we will continue to seek assurance in terms of performance. At the Development Day in December the Boards identified areas in which we had reached good levels of performance and agreed that these would not be included in the Business Plans but rather monitored through a core quality assurance and performance management framework to ensure performance remained at levels judged to be good or better. By focusing the Business Plans on areas identified for improvement we also hope better to target work on a reduced number of priorities in recognition of the need to be SMART (Specific, Measurable, Assignable, Realistic, and Time-related) at a time of increasing pressures on capacity.

27. The priorities below incorporate the specific recommendations from Ofsted report to improve LRLSCB performance:

- Evaluating the quality and effectiveness of return home interviews and risk management when children go missing;
- Strengthening the Section 11 audit process to ensure this is more probing and robust;
- Enabling children more fully to influence the LSCBs priorities and their delivery
- Improve awareness raising of private fostering across the partnership and wider community.

28. The LRLSCB will be seeking assurance and monitoring performance on the areas of improvement identified in the Ofsted Inspection Reports for the two local authorities, and would expect to do this in collaboration with the relevant scrutiny bodies in Leicestershire and Rutland.

29. The specific priorities that have arisen are as follows:

LRLSCB Development Priorities

Development Priority	Summary
1. CSE, Trafficking and Missing (Missing and online safety)	Developing assurance regarding missing children process and intervention and developing online safety responses.
2. Children with Disabilities	Assessing organisational responses and safeguarding risk understanding with regard to these children and their families.
3. Signs of Safety	Further embedding this across the partnership, particularly schools.

LRSAB Development Priorities

Development Priority	Summary
1. Prevention	Assurance regarding safeguarding elements of local prevention strategies.
2. Making Safeguarding Personal (MSP)	Continuing development of MSP across partners.
3. Thresholds	Identifying and addressing gaps re: over and under-reporting.
4. Self-Neglect	Establishing and embedding a robust process for practitioners.

LRLSCB and LRSAB Joint Development Priorities

Development Priority	Summary
1. The 'Toxic Trio'	Assessing and developing approaches to safeguarding adults and children where domestic abuse, substance misuse and mental health issues are present.
2. Participation and Engagement	Establishing visible effective participation by children and vulnerable adults at Board level.
3. Emotional Health and Wellbeing	Develop understanding of emotional health and well-being across the partnership and gain assurance regarding BCT and STP that work is addressing safeguarding issues, particularly regarding mental health.
4. Multi-Agency risk management / Supervision	Develop a multi-agency supervision approach for risk management in safeguarding adults and children.

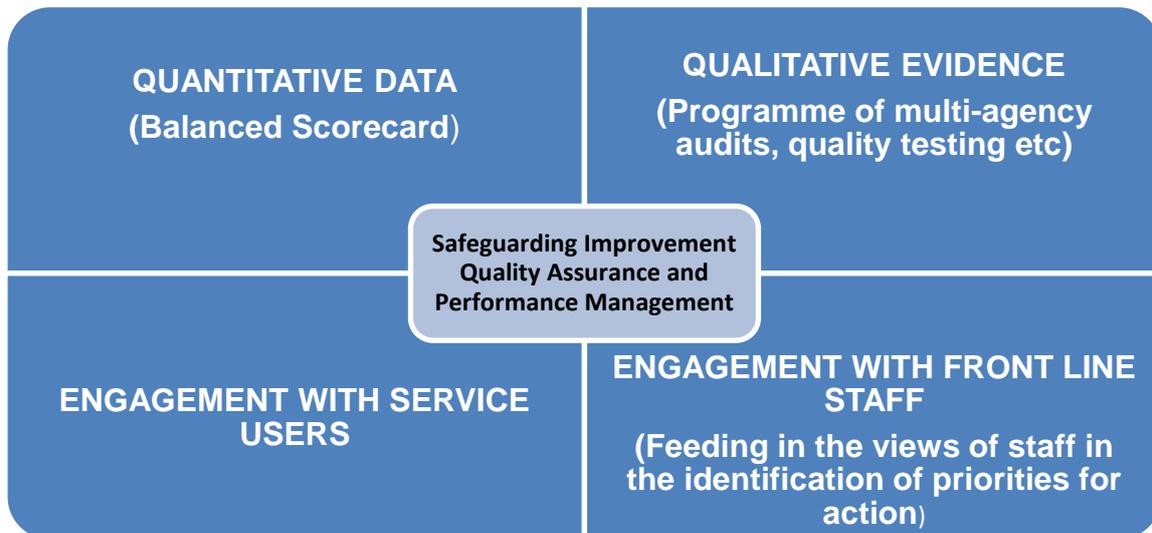
30. The following are the identified assurance priorities arising from current priorities and the considerations from the development day. Seeking assurance on these would be built into the work of the Safeguarding Effectiveness Group (SEG) and the LRLSCB and LRSAB Multi-Agency Audit Groups as appropriate.

Assurance Priorities

LRSAB	<ol style="list-style-type: none"> 1. Thresholds 2. Mental Capacity Act Deprivation of Liberty Safeguards 3. Harm Caused by paid staff/ professionals (watching brief)
Joint LRLSCB and LRSAB	<ol style="list-style-type: none"> 1. Domestic Abuse 2. Information Sharing
LRLSCB	<ol style="list-style-type: none"> 1. Early Help 2. Sports and other independent settings 3. Thresholds 4. Supervision 5. Initial health assessments 6. Young People's mental health

31. Against each of these priorities the Boards are in the process of identifying key outcomes for improvement and the actions that will need to be taken over the next year to achieve these improved outcomes.
32. The Quality Assurance and Performance Management Framework for the Boards will be revised to ensure that they reflect the new Business Plans and enable ongoing monitoring of performance of core business that is not covered in the business plan. The final framework will be signed off by the Boards at their meetings on 31st March 2017 but the Cabinet may wish to comment on specific

indicators and evidence it would wish to include. Quality Assurance and Performance Management will continue to be framed around our 'four-quadrant' model as set out below:



Consultations

33. All members of the Boards and their organisational Executive bodies have had opportunities to contribute to and comment on earlier drafts of the Business Plans and discussions have been held with service users in both local authority areas to enable them to contribute their views.

Background Papers

Report to the Cabinet on 1 March 2016 "Leicestershire and Rutland Local Safeguarding Children Board and Safeguarding Adult Board Business Plans 2016/17
<http://politics.leics.gov.uk/ieListDocuments.aspx?CId=135&MId=4600>

Equality and Human Rights Implications

34. The LRLSCB and LRSAB seek to ensure that a fair, effective and equitable service is discharged by the partnership to safeguard vulnerable children, young people and adults. At the heart of their work is a focus on any individual or group that may be at greater risk of safeguarding vulnerability and the performance framework tests whether specific groups are at higher levels of risk. The Business Plans for 2017/18 will set out how the partnership will seek to engage with all parts of the community in the coming year.

Partnership Working and associated issues

35. Safeguarding is dependent on the effective work of the partnership as set out in national regulation, Working Together 2015, published by the Department for Education and by the Care Act 2014.



CABINET – 10TH MARCH 2017

OFSTED INSPECTION OF SERVICES FOR CHILDREN IN NEED OF HELP AND PROTECTION, CHILDREN LOOKED AFTER, AND CARE LEAVERS

REPORT OF THE DIRECTOR OF CHILDREN AND FAMILY SERVICES

PART A

Purpose of the Report

1. The purpose of this report is to advise the Cabinet of the outcome of the recent Ofsted inspection of children's social care services in Leicestershire and to present the Action Plan which has been developed to address the recommendations in the Ofsted Report and which sets out the way forward for the development of the Council's Children and Family Services Department.
2. The Cabinet is also asked to note the Department's Improvement Plan which was developed in preparation for the inspection and charts progress made from the time of the inspection to date.

Recommendations

3. The Cabinet is recommended to -
 - (a) Note the content, grades and recommendations of the Ofsted inspection report on children's social care services in Leicestershire;
 - (b) Note the Children and Family Services Improvement Plan which was developed in preparation for the inspection and charts progress made;
 - (c) Note the Action Plan which has been prepared in response to the recommendations in the Ofsted Report and includes proposals for the future development and improvement of services to children and families, and approve the Action Plan as the County Council's formal response to the Ofsted Inspection Report.

Reasons for Recommendations

4. To ensure that members are aware of the measures being taken in response to the Ofsted Report and for the overall development of Children and Family Services.

Timetable for Decisions (including Scrutiny)

5. The findings of the Ofsted inspection were presented to members at a briefing on Monday 13th February.
6. The Children and Family Services Overview and Scrutiny Committee will consider this report at its meeting on 6th March 2017 and its comments will be reported to the Cabinet.

Policy Framework and Previous Decisions

7. The inspection was carried out in accordance with Ofsted's Single Inspection Framework. The resulting Action Plan will, when implemented, have an impact on the County Council's Strategic Plan and Medium Term Financial Strategy (MTFS). It will also affect departmental and operational plans which inform the work of the Department.

Resource Implications

8. In the preparation for the Ofsted Inspection, officers of the Council, together with the Independent Chairman of the Leicestershire and Rutland Safeguarding Boards undertook a self-assessment into the services provided to children and their families. This highlighted a number of areas where improvements needed to be made, the costs of which were reflected in the recent MTFS report approved by the County Council in February 2017.
9. Following the publication of the Ofsted report and the preparation of the Action Plan further work is being undertaken to understand fully the financial implications for the service. This work will be carried out over the next few months and will need to have regard to the impact of changes already made, the views of frontline staff about the effectiveness of change and suggestions for improvements and the Council's extremely challenging financial position.
10. The Director of Corporate Resources and the Director of Law and Governance have been consulted on this report.

Circulation under the Local Issues Alert Procedures

11. Given the significance of the issues covered, this report will be circulated to all members via Members' News In Brief.

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PART B

Background

12. Ofsted is commissioned by the Department for Education (DfE) to undertake what is known as the Single Inspection Framework on all English local authority children's social care services. Most councils have now been inspected, with outstanding ones due to be completed in 2017. A new inspection framework will commence in 2018.

The Review Process

13. The inspection of Leicestershire's children's social care services was carried out over four weeks, from 14th November to 8th December 2016. Ten inspectors and one shadow inspector were involved. The inspectors attended 120 meetings, looked at 276 case files, and were provided with around 700 documents.
14. The inspectors considered the quality of work and the difference that was being made by the service to the lives of children, young people and their families. They read case files, watched how professional staff worked with families and with each other, and discussed the effectiveness of help and care being given to children and young people. Wherever possible, they talked to children, young people and their families.
15. The inspectors also considered the Council's self assessment of its performance which set out its view about how well it is performing and what difference it is making for the young people who it is trying to help, protect and look after and areas for improvement. A copy of improvements underway prior to the inspection which now includes the findings of the Ofsted inspection and the progress made since is attached as Appendix A to this report.

Inspection Findings

16. The findings of the inspection are contained in a detailed report, the executive summary of which is attached at Appendix E. This includes gradings indicating how the service is perceived to be performing in five broad areas and an overall effectiveness rating using the same grading system. The grades are (1) inadequate - which will trigger formal intervention by DfE, (2) requires improvement in order to achieve good, (3) good, and (4) outstanding.
17. To date in relation to overall effectiveness circa 25% of councils have been classed as inadequate, 50% require improvement and 25% are good or outstanding with only two achieving the top grade.
18. Leicestershire has been graded as follows:

Overall effectiveness - Requires improvement to be good

- 1. Children who need help and protection - Requires improvement**

- 2. Children looked after and achieving permanence** - Requires improvement
 - 2.1 Adoption performance - Requires improvement
 - 2.2 Experiences and progress of care leavers - Requires improvement
- 3. Leadership, management and governance** - Requires improvement.

Report Headlines

Overall effectiveness

- 19. The report identifies many areas of good practice but also a number of aspects which do need to improve and is a fair and accurate evaluation. Ofsted's appraisal of the service is in line with the Council's own self-assessment, which is recognised within the Report and is a strength. The Service had already identified the need for investment in certain areas and had commenced improvement work prior to the inspection which is also identified positively within the report.

(1) Children who need help and protection

Strengths

- 20. The Report indicates that children at risk of significant harm are identified and protected through effective interventions by staff. This is the most important finding as it is the key aspect which underpins all of the Department's activities and is the most influential determinate of overall grade.
- 21. It was also recognised that the Council provides a wide range of good quality early help services which are having a positive impact for families. Child Protection Plans are reviewed effectively and on time and work to tackle Child Sexual Exploitation is robust and cutting edge. The Authority works closely with colleagues in other agencies such as the police and health services to support and protect children and this joint working is developing in areas such as the management of domestic abuse.

Areas for Improvement

- 22. Children who are not at significant risk do not always receive a timely service which happens due to staffing shortages and inefficient business processes. This was being addressed at the time of the inspection but changes had not had time to have sufficient impact.
- 23. Whilst there was evidence of good quality assessments and of care or protection plans overall standards were too inconsistent. The number of repeat child protection plans are too high although were seen to be reducing and since the inspection there have been a further reductions to become close to the national average.
- 24. Although no children with disabilities were seen to be at immediate risk there was a need for more engagement with partner agencies and a need to

improve the quality and timeliness of assessments. Vulnerable 16/17 year olds at risk of homelessness need speedier support.

(2) Children looked after and achieving permanence

Strengths

25. Given that the Council is experiencing increases in the numbers of those in care, it is encouraging to note that the Report indicates it is only taking children into care when necessary and is then placing them in appropriate placements that are well commissioned and monitored. Although numbers of looked after children are increasing, early help services are having a positive impact on keeping overall numbers below the national average. Where the Authority uses adoption this is achieved in a timely way and children are well matched to adoptive parents. The Council is also very good at keeping in touch with care leavers.
26. The service to support Unaccompanied Asylum Seeking Children (UAS children) is good and sensitive to support the special needs of this group.
27. There are two very active Children in Care Councils which are supported by senior officers and the Cabinet Lead Member and which are valued by young people. All of the work undertaken to engage and advocate for young people was seen to be of very high quality.

Areas for Improvement

28. Support for those at high risk of coming into care or those returning home from care works well in some cases but overall could be more effective. Although the Council does progress adoptions well it does not provide enough on-going support and does not enable the adoption of enough children with more complex needs.
29. Assessments are not routinely updated and care plans are of variable quality and not always specific enough around what is required. Social workers do not always visit children as they should do or as young people would like.
30. Inspectors were critical of the lack of therapeutic support particularly from the Children and Adolescent Mental Health Services (CAMHS) provided by the Leicestershire Partnership NHS Trust for children in care which is detrimental to achieving good outcomes.
31. Although children who go missing from home are routinely offered return interviews of good quality this is not always the case for those who go missing from care. There is also too much inconsistency in the support offered to care leavers.

(3) Leadership, management and governance

Strengths

32. Senior managers, political leaders and partners are engaged and prioritise children's services. Additional funding has been provided in recognition of

the on-going service pressures particularly in the looked after system and also the need to reduce caseloads, develop quality assurance work, and advocate for children.

33. There is robust member oversight, scrutiny and challenge and a very experienced and committed Lead Member who is focused on improvement. (Appendix B sets out the findings in relation to strategic leadership and provides a brief summary of current arrangements in place for member involvement and oversight).
34. The report recognises the positive impact of the interim Director and Assistant Director who have identified weaknesses and provided a catalyst for recent improvements. The Signs of Safety initiative is also positive and there is a very impressive commitment to the participation of children.

Areas for improvement

35. Caseloads are too high for many staff, which is having a detrimental impact upon standards and can be linked to some shortcomings identified within the report.
36. There are deficiencies and inconsistency in the management oversight of casework practice and provision of good quality regular staff supervision.
37. Developmental support for senior staff and managers is limited as is the support offered to newly qualified social workers, which does not always meet requirements.
38. There are data quality issues in some areas particularly the First Response Team which has led to under reporting of poor performance.

Key Actions

39. The report contains 17 recommendations and the Action Plan prepared in response is attached as Appendix C. The Action Plan provides the blueprint for taking the service forward to achieve good and outstanding standards of practice and the best possible outcomes for the children, young people and the families it supports. A high-level summary (Action Plan on a Page) sets out the vision to improve services and is attached as Appendix D.
40. As mentioned previously, improvement activity was underway prior to the inspection and as a result of this improvements are already being noted in certain areas. These are identified in the Improvement Plan set out in Appendix A.

Staff and member briefings

41. Three briefings have been held for departmental staff regarding the findings in the Ofsted Report and a presentation has been prepared for use by managers who will cascade the findings at service and team levels. The Senior Inspector who oversaw the inspection has visited the Department and held sessions with the Lead and Cabinet Support Member, Senior Managers, and the Director and Assistant Directors. Reports will be made to

the Leicestershire and Rutland Local Safeguarding Children Board, the Children and Families Partnership and the Health and Wellbeing Board.

Conclusion

42. The Ofsted Report does provide a comprehensive and largely accurate evaluation of the strengths and aspects requiring development in the Council's social care services for children and families that is in line with internal assessments. The updated Action Plan produced in response will be submitted to Ofsted as is required. Additional work needs to be undertaken to understand the further improvements needed and the how these will be resourced and how this work interrelates with Children and Family Services' overall improvement plans.
43. There will be no further engagement from Ofsted in relation to this inspection or the Single Inspection Framework. Future inspections of social care services will be undertaken under a new framework that commences in 2018. There are however outstanding inspections of SEND and School Improvement Services which have no timeline being unannounced.

Background Papers

Ofsted Report - Leicestershire: Inspection of services for children in need of help and protection, children looked after and care leavers
<https://reports.ofsted.gov.uk/local-authorities/leicestershire>

Appendices

Appendix A - Issues being addressed in the Improvement Plan December 2016 that were identified by Ofsted to require further work

Appendix B - Strategic Leadership - Political and Officer

Appendix C - Draft Ofsted Action Plan 2017-2020

Appendix D - Children and Family Services Improvement Plan 2017-2020 'The Road to Excellence'

Appendix E - Ofsted Report Executive Summary

Equality and Human Rights Implications

44. There are no specific equality or human rights implications arising from the recommendations in this report. The findings apply to all children and young people with whom the Council is engaged regardless of any protected characteristic. The changes as a result of the Action Plan will help improve the outcomes for children and their families.
45. Equality and Human Rights Impact Assessments will be undertaken as appropriate should there be any reviews of Departmental strategies or services.

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CABINET – 10 MARCH 2017

REPORT OF THE DIRECTOR OF CHILDREN AND FAMILY SERVICES

2018/19 SCHOOL AND HIGH NEEDS FUNDING PROPOSALS

Purpose of the Report

1. The purpose of this report is to advise the Cabinet of the responses to the second stage of consultation issued by the Department for Education (DfE) on the implementation of the National Funding Formula (NFF) for Schools and the introduction of a formulaic basis for the distribution of the High Needs Block of the Dedicated Schools Grant (DSG) in 2018/19.

Recommendation

2. It is recommended that:
 - (a) The responses to the consultation on the implementation of the National Funding Formula and the introduction of a formulaic basis for the distribution of the High Needs Block of the Dedicated Schools Grant, as appended to the report, be submitted to the Department for Education;
 - (b) That in addition, the Department for Education be advised of the County Council's concerns, as set out in this report, that Leicestershire, a low-funded authority, will see no improvement to its own or its schools' financial position as a result of the proposals and in particular, that;
 - (i) the reduced lump sum will adversely affect primary schools;
 - (ii) there is no evidence to support the proposed values and weightings within the schools National Funding Formula, nor are they informed by the cost of education;
 - (iii) there is disproportionate emphasis on funding targeted at deprivation and where English is spoken as an additional language and, as that attainment is relatively high in Leicestershire and deprivation relatively low, it will derive little benefit from these factors;

- (iv) whilst there is an assumption by the DfE that schools and local authorities will deliver efficiency savings, this may not be possible as schools funding has not increased in line with costs resulting in any efficiency gains being already realised;
- (v) the delivery of a more efficient school estate is likely to require remodelling and rationalisation of provision, which will require significant capital investment.

Reason for Recommendations

3. To ensure that the views of the County Council are communicated to the Department for Education.

Timetable for Decisions (including Scrutiny)

4. The Schools Forum noted the high level implications of the proposals at its meeting of 9 February 2017.
5. The Children and Families Overview and Scrutiny Committee will consider this report on 6 March 2017 and its views will be reported to the Cabinet.

Policy Framework and Previous Decisions

6. The Cabinet received a report on 10 February 2017 setting out the purpose and high level implications arising from the consultations.

Resources Implications

7. Whilst both consultations provide illustrative indications of the financial impact of the proposals at this stage it is too early to fully assess the financial implications for the County Council and Leicestershire schools and academies.
8. It was widely anticipated that as a low funded authority Leicestershire would see a beneficial financial outcome from the NFF proposals. Initial assessment of the exemplifications issued by the DfE through the consultation suggests this will not be the case. The figures are illustrative as 2018/19 budgets will be based upon the October 2017 census. For implementation of the NFF these will be updated for 2017/18 data, but they do demonstrate a greater weighting towards deprivation and low prior attainment. This together with a reduction of £40,000 in the lump sum paid to all schools and the proposed introduction of a ratio of primary to secondary school funding will mean that primary schools will experience a decrease in budget whilst secondary schools benefit from the proposals.
9. The NFF proposals do not provide data on the impact on per pupil funding between local authorities. Comparison between the overall Local Authority percentage change when compared to 2017/18 funding levels suggests that Leicestershire would be the fourth lowest funded authority for schools block DSG compared to lowest third for 2017/18.

10. The financial implications for Leicestershire schools of the new formula is potentially serious given that these changes will take place at a time of real term reduction in funding. The National Audit Office has calculated that schools will need to save £3bn (8%) nationally to meet cost pressures such as the national minimum wage. Given Leicestershire's low funding position and the negative impact of the new formula on many schools this is likely to prove very challenging.
11. The DfE's exemplification of the impact of the high needs proposals identify that Leicestershire receives protection funding of £2.9m. The consultation proposes that no local authority would lose funding for the first four years of the formula i.e. until March 2022. However, this does mean that the County Council is in a vulnerable financial position should either the level or timescale of protection being reduced. For 2017/18 £2.85m has been transferred from the schools block to high needs. The consultation sets out a process whereby the DfE will undertake an exercise to determine whether this should be included in the 2017/18 grant baseline. The omission of this funding from the baseline would result in a loss of funding in 2018/19.
12. Whilst the DfE states that no local authority will lose funding in the first 4 years of the new High Needs formula, that protection is at best vulnerable from any future Comprehensive Spending Review. Any decision by the DfE to exclude the 2017/18 transfer (£2.85m) from the schools to high needs block could result in an increased funding gap for 2018/19. It is worth noting that the high needs block is still forecast to overspend by £2m in 2016/17 and even after taking account of the transfer of resources savings of £1.695m 2017/18, rising to £3.45m in 2018/19 are required to balance the budget.
13. The Director of Corporate Resources and Director of Law and Governance have been consulted this report.

Circulation under the Local Issues Alert Procedure

14. None.

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PART B

Background

15. Currently Local Authorities are responsible for setting a formula for funding all maintained schools and academies in its area, but this subject to national constraints on the factors and values that can be used within it. In terms of school funding Leicestershire is the third lowest funded local authority in England.
16. High needs funding is largely based upon levels of expenditure from 2012/13, and changes in pupil numbers and characteristics since that date has not been taken into account.

National Funding Formula Proposals

17. The NFF is based upon the principle that every pupil with the same characteristics will be funded the same irrespective of which local authority they are educated within. School funding is currently largely based upon decisions taken in local authorities over many years; these will have been informed by local priorities and funding levels. The move to a formulaic approach will establish a situation where funding can be deemed to be fair when considering this principle in isolation.
18. The proposals set out a two stage approach to the introduction of the NFF. This would result in 'soft' formula for 2018/19 where the funding for the Schools Block DSG will be an aggregate of pupil-led individual school allocations plus school and geographic allocations based on 2017/18 funding levels. Local authorities will be responsible for setting a school funding formula but will be 'encouraged' to work towards the NFF. This will be followed by a 'hard' NFF in April 2019 with school funding being fully allocated by the DfE. A further consultation is expected to set this out in due course.
19. The elements of the NFF were confirmed through the first stage of consultation. Stage 2 adds the monetary values and sets and the weightings between them. The DfE proposes that 91% of total funding (the current Leicestershire proportion is 87.47%) be delivered through pupil-led factors and, to facilitate this, deprivation and low prior attainment factors are proposed to increase in weighting. To fund this position it is proposed to set the value of the lump sum every school receives at £110,000, a £40,000 reduction from the £150,000 allocated through the current Leicestershire formula per school. This reduction is protected within a 3% floor reduction.
20. The Council's proposed response is shown at Appendix A. Concerns are raised around the deliberate focus of the formula to deprivation. It is considered that at individual school level the impact of the formula is exceptionally random; there appears to no common factor in why a school gains or why another lose from the proposals.

21. The proposed response sets out a number of concerns which are grouped around the following key themes and issues:
- a) The proposals redistribute the current quantum of funding, despite growing national evidence of a funding crisis in many schools. No consideration has been given to the real costs of educating pupils and there is a lack of evidence to support the values and weightings attached to the formula factors.
 - b) The weightings towards the additional factors, especially when also considering the pupil premium, focus too much funding to deprivation and low attainment resulting in low levels of basic funding.
 - c) The inter-relationship between sparsity funding and the lump sum. It is stated that the sparsity factor provides protection for rural schools. However although overall losses as a result of the formula proposal are protected for the next two years, every school in Leicestershire will see a reduction in funding of £40,000 (£11m in total) whereas only 18 will receive sparsity funding totalling £0.3m. Small schools in particular are financially vulnerable from future decisions on the protection of school budgets.
 - d) The period over which the changes will be implemented is unclear. The proposals cover just two years. The maximum gain for schools is 5.5%. Two primary and 25 secondary schools are identified as having gains in excess of this amount, and achieving the NFF for these schools is dependent on decisions made in future Comprehensive Spending Reviews. 151 schools will lose funding as a result of the proposals; any future decision to reduce the level of funding may have a significant impact. It is not possible to model the impact of changes in the floors and ceilings as the methodology for their calculations cannot be ascertained from the DfE's illustrative figures.
 - e) The role of the local authority in school funding once a hard formula is introduced is unclear. Currently, under a scheme approved by the Secretary of State for Education, pupil number adjustments are made to schools undertaking or affected by age range changes. There is also some suggestion that local authorities will remain responsible for funding the pre-opening costs for new schools but funded by historic costs. There could be financial implications for both schools and the County Council if these issues are not addressed.

High Needs Block Proposals

22. The consultation confirms the intention to introduce a formulaic grant in 2018/19, and that the factors to be used within the methodology are confirmed through the outcome of stage 1 consultation. As with the NFF consultation, stage 2 sets out the monetary values and weightings attached to both.

23. The high needs funding proposals deliver no real change for the Leicestershire funding position as the proposals set out that no local authority will see a loss in funding for four years. Over this period the DfE will consult on a new funding system, effectively locking historic levels of expenditure into the grant.
24. The consultation states that this structure will be in place for four years following implementation in April 2018. The illustrative figures within the consultation identify £2.9m of funding through the historic funding element and is effectively funding protection. It is unlikely that there will be sufficient increases to the pupil-led elements of the formula over the four year period of protection and as such the County Council is vulnerable to any changes in the level of or timescale of this protection.
25. The proposed response is shown in Appendix B. The response is structured around the following key themes and issues:
 - a) As with the NFF proposals there is no evidence base for the values and weightings within the formula.
 - b) The percentages within the consultation proposals are misleading, for example the consultation states that the historic cost factor represents 50% of the allocation yet the illustrations identify the Leicestershire figure to be 45% and the national average as 44%. For the weightings attached to the additional factors the consultation does not make it explicit that these are a percentage of only part of the formula.
 - c) The proposal suggests that there will only be minimal flexibility to move funding between blocks, which is a significant concern. Schools have significant influence over the cost of meeting the needs of pupils with special educational needs and disabilities (SEND) and without this flexibility the cost to local authorities could increase.
 - d) The funding system requires local authorities to pay £10,000 per place for places in maintained schools and academies, and the cost of independent schools is significantly greater. The proposals set out a basic unit of funding of £4,000, much less than the financial commitment.
 - e) The data sources for the formula factors give some concern. Local authorities are responsible for meeting the needs of pupils and young people with SEND aged 0 – 25 yet the population data within the formula only includes aged 2 -19. A further example relates to Children in Bad Health, data on which is collected only every 10 years within the National Census and is self-declared by parents. These concerns were expressed in the Council's stage 1 response and are set out again in the stage 2 response.
 - f) The levels of protection are subject to decisions in future Comprehensive Spending Reviews and, if confirmed, will span two Governments. Protection is therefore vulnerable to both future spending and policy decisions.

Conclusions

26. It was expected that Leicestershire as a low funded authority would see an improved financial position as a result of these changes. This is not the case, given the emphasis on funding targeted at deprivation and where English is spoken as an additional language which, in the case of Leicestershire schools is low. Additionally, given that attainment is relatively high in Leicestershire little benefit will be derived from the low attainment factor. The reduction in the lump sum adversely affects Leicestershire's primary schools.
27. Whilst the consultation on high needs funding reform sets out a range of changes and heralds the implementation of a needs led funding formula, the protections set out within result in no real change with the exception of the 20 out of 151 authorities that are expected to see an increase in funding. Under the proposals historic spend will be locked within the high needs settlement for at least a further 4 years.
28. There is an expectation by the DfE within both consultations that schools and local authorities will be able to deliver efficiencies over the period of change. In relation to schools, funding has not increased in line with costs and future efficiencies may not be possible. In respect of high needs a revenue grant has been made available to review provision for children and young people with SEND and a minimal amount of capital has been made available nationally to deliver more efficient provision. The delivery of a more efficient school estate is likely to require remodelling and rationalisation of provision, which will require significant capital investment.

Background Papers

Cabinet Report – 10 February 2017, 2018/19 Schools and High Needs Funding proposals

<http://politics.leics.gov.uk/documents/s126320/FINAL%202018-19%20School%20and%20High%20Needs%20Funding.pdf>

Department for Education Consultation - Schools National Funding Formula: stage 2

<https://consult.education.gov.uk/funding-policy-unit/schools-national-funding-formula2/>

Department for Education Consultation – High Needs National Funding Formula: stage 2

<https://consult.education.gov.uk/funding-policy-unit/high-needs-funding-reform-2/>

Equality and Human Rights Implications

29. Both consultations are supported by comprehensive Equality Impact Assessments. Any proposals for change in school funding at a local level will consider any implications.

Appendices

Appendix A - Schools National Funding Formula – Stage 2 Consultation Response

Appendix B - High Needs Funding Reform – Stage 2 Consultation Response

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CABINET – 10 MARCH 2017

**ENVIRONMENT AND TRANSPORT INTERIM COMMISSIONING
STRATEGY 2017/18 REFRESH**

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 refreshed Environment and Transport Interim Commissioning Strategy and Action Plan for 2017/18, appended to this report.
2. The Interim Commissioning Strategy and Action Plan provide a framework for service delivery by the Environment and Transport Department over the next year.

Recommendation

3. It is recommended that:
 - (a) The Environment and Transport Interim Commissioning Strategy 2017/18 Refresh and Action Plan be approved;
 - (b) The Director of Environment and Transport be authorised to make such minor amendments to the Interim Commissioning Strategy 2017/18 Refresh and Action Plan as he considers to be necessary, following consultation with the appropriate Cabinet Lead Member.

Reason for Recommendations

4. The recommendations are made in order to ensure that the Environment and Transport Department is able to publish its Interim Commissioning Strategy 2017/18 Refresh in April 2017. The Interim Commissioning Strategy 2017/18 Refresh and associated Action Plan provides a basis for the development of detailed departmental Head of Service and Team Plans which outline how the Department will develop and deliver services to fulfil statutory duties and deliver savings and efficiency targets.
5. The draft Interim Commissioning Strategy 2017/18 Refresh has been prepared on the basis of information available and may need to be revised to respond to changing circumstances and ensure optimal use of resources.

Timetable for Decisions (including Scrutiny)

6. This report will be considered by the Environment and Transport Overview and

Scrutiny Committee on 2 March 2017 and its comments will be reported to the Cabinet.

7. Subject to the Cabinet's approval, the Interim Commissioning Strategy 2017/18 Refresh will be published in April 2017.

Policy Framework and Previous Decisions

8. The Environment and Transport Interim Commissioning Strategy and associated Action Plan was approved by the Cabinet on 19 April 2016.
9. The Department's key plans and strategies were taken into account when developing the Interim Commissioning Strategy and subsequent refresh. These include:
 - the Local Transport Plan (2011 to 2026) – adopted by the County Council 23 March 2011
 - the Environment Strategy (2011-21) – approved by the County Council 28 September 2011
 - the Carbon Reduction Strategy (2014-20) – approved by the Cabinet 15 July 2014
 - the Leicestershire Municipal Waste Management Strategy Update 2011 – approved by the County Council 23 May 2012.
10. In refreshing the Interim Commissioning Strategy consideration was also given to the Medium Term Financial Strategy 2017/18 - 2020/21(MTFS), which was agreed by the County Council on 22 February 2017, the County Council's Strategic Plan 2014 – 2018, associated Transformation Programmes, and the Council's Commissioning and Procurement Strategy.

Resource Implications

11. The actions outlined in the refreshed Interim Commissioning Strategy Action Plan will be funded from a variety of sources, including capital and revenue budgets and external sources of funding, such as the Government's Single Local Growth Fund. Further detail on the financial context is given in Part B of this report below.
12. The programme of work in the refreshed Interim Commissioning Strategy Action Plan is resource intensive, both in staff and financial terms. Given this and the significant financial challenges that the Authority continues to face, there is little opportunity for the Department to take on other commitments without affecting its ability to deliver the actions and schemes set out in the refreshed Interim Commissioning Strategy.
13. The Director of Corporate Resources and the Director of Law and Governance have been consulted on this report.

Circulation under the Local Issues Alert Procedure

None.

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PART B

Background

Policy and Strategy

14. The Interim Commissioning Strategy 2017/18 Refresh reflects the Department's current key plans and strategies (including the Local Transport Plan - LTP3, the Environment Strategy, the Carbon Reduction Strategy and the Leicestershire Municipal Waste Management Strategy) whilst also taking account of the Council's future priorities and the Leicester and Leicestershire Enterprise Partnership's (LLEP) Strategic Economic Plan.
15. The Interim Commissioning Strategy Action Plan supersedes the previous LTP3 Implementation Plan. However, by virtue of the Transport Act 2008 local transport authorities are still required to outline how they plan to deliver an effective transport system; the County Council does this by continuing to retain its LTP3 Long Term Strategy.
16. Whilst the LTP3 Strategy continues to remain in effect for the time being, elements of it will gradually be superseded as service reviews are completed and new policies and strategies (e.g. in respect of asset management) are adopted. It is probable that the LTP3 Strategy will be replaced ultimately by a suite of documents, as opposed to a single 'LTP4'.
17. In 2016/17, the Council commenced the development of a single outcomes framework for the Authority. This framework will focus on the difference the Authority wants to make for citizens, communities and businesses.

Financial context

18. The County Council is facing significant financial, demographic and service demand challenges.
19. The Authority needs to deliver savings of £68 million over the next four financial years (2017/18 to 2020/21), with £16 million savings to be made in 2017/18. This is a challenging task especially given that savings of £161 million have already been delivered over the last seven years. In addition, over the period of the MTFS, growth of £25m is required to meet demand and cost pressures with £5m required in 2017/18.
20. In the Environment and Transport (E&T) Department, the revenue budget for 2017/18 is £65.3m, with £11.2 million savings to be delivered over the next four years.
21. The main four-year savings are:
 - a revised approach to Highways Maintenance
 - street lighting – conversion to LED lighting
 - reviewing contracts and ensuring all income sources to which the Council is entitled are fully realised
 - making savings to non-statutory services
 - working with partners to consider other ways of funding services, especially in

relation to road safety

- internalising the management of the Recycling and Household Waste Sites
- revising the payment mechanism for recycling credits
- developing a future residual waste strategy.

22. In particular, by 2019/20, £3.5 million of ongoing savings need to be made by the Council through a revised approach to highways maintenance. Reducing budgets will require a change to the treatment strategies applied to highway assets.
23. The level of funding available for preventative (e.g. surface dressing and slurry sealing) and restorative and renewal works (e.g. resurfacing and reconstruction) for carriageways and footways continues to decline relative to, say, reactive works. This represents a long term financial risk to the Authority, i.e. the greater the level of deterioration of transport assets the greater the ultimate cost to address the problem. However at this point the RCI¹ figures for Leicestershire continue to show that its roads are in good condition.
24. In addition, over the period of the MTFS, growth of £1.8 million is required to meet demand and cost pressures within the Environment and Transport Department. As an example, the cost of waste disposal is predicted to increase significantly during this period, mainly due to landfill tax and projected increases in household waste, due to population and economic growth. Growth is also provided to fund the significant increase in costs of Special Educational Needs transport due to increase in pupil numbers.
25. The Department's ability to deliver on its goals, objectives and outcomes has been affected greatly by the Authority's unprecedented financial position. The Department's future commissioning intentions and outcomes are likely to have a significantly different emphasis than they have in the past.

Interim Commissioning Strategy 2017/18 Refresh - Summary

26. The refresh has taken place against the backdrop of the circumstances outlined above. The Interim Commissioning Strategy and Action Plan will provide a transitional framework to help the Department to deliver services within the significant financial constraints.
27. The draft Interim Commissioning Strategy 2017/18 Refresh has been prepared using the best information available and will be revised as necessary to ensure value for money and respond to changing circumstances.
28. The Interim Commissioning Strategy contains:
- a) programmes of actions which set out priorities for the coming year(s) – it is important to note that the programme contains actions that may take place over a number of years or which may not be implemented until beyond 2017/18
 - b) the Transport Asset Management capital and revenue programmes.
29. Key actions outlined in the Action Plan include:

¹ In England the SCANNER Road Condition Indicator (RCI) is the method used to calculate performance indicators for the reporting of condition of the classified road network.

- a) the continued delivery of Strategic Economic Plan (SEP) schemes;
- b) the continued development of future schemes;
- c) maximising the benefits of partnership working, utilising external funding;
- d) delivery of the programme of section 106 (developer-funded) schemes;
- e) further development of the evidence base to support the development of the final Commissioning Strategy;
- f) meeting the Council's obligations as both a Waste Disposal and Highway Authority
- g) minimising the impact of the Council's activities on the environment
- h) work to reduce waste, divert waste from landfill and optimise levels of recycling and composting
- i) work to maintain, develop, enhance and extend the provision of high quality green spaces and support an enhanced natural environment.

Consultation

- 30. Internal consultation has taken place. Individual environmental and transport improvement schemes and projects will continue to be subject to further consultation with local members and the public and reports will be made to members as appropriate.
- 31. Consultations on the various service reviews will take place at an appropriate point in their development.

Relevant Impact Assessments

Equality and Human Rights Implications

- 32. No detailed equality assessment has been undertaken on the Interim Commissioning Strategy 2017/18 Refresh but Equality and Human Rights Impact Assessments (EHRIA) will be undertaken, as appropriate, during the review of any appropriate departmental strategies, prior to final decisions being made.
- 33. This will ensure that any new, proposed or significantly changed policies, practices, procedures, functions or services are assessed for equality and human rights implications.
- 34. In addition, work undertaken on individual environment and transport projects contained within the Interim Commissioning Strategy 2017/18 Refresh, such as MTFs service reviews, will include EHRIAs when appropriate.

Environmental Implications

- 35. No detailed environmental assessment has been undertaken on the Interim Commissioning Strategy 2017/18 Refresh. However, the County Council will assess the environmental implications of relevant new policies and schemes at appropriate points during their development.

Partnership Working and Associated Issues

- 36. As set out in the report, working with key partners, such as the Leicester and Leicestershire Enterprise Partnership (LLEP), Leicester City Council, district

councils, Highways England, Network Rail and developers will be increasingly important in seeking to provide additional funding to deliver future transport measures and infrastructure.

Risk Assessment

37. The Interim Commissioning Strategy 2017/18 Refresh has been risk assessed and the key risks are set out in the Risk Register, which is appended to the Strategy.
38. The delivery of the Interim Commissioning Strategy 2017/18 Refresh is supported by the Department's business planning process and risk assessments will be undertaken for individual teams, schemes and initiatives as appropriate.

Background Papers

Report to the Environment and Transport Overview and Scrutiny Committee on 19 January 2017 – Medium Term Financial Strategy 2017/18 to 2020/21 and minutes of that meeting
<http://politics.leics.gov.uk/ieListDocuments.aspx?CId=1044&MId=4929&Ver=4>

Report to the County Council on 22 February 2017 - Medium Term Financial Strategy 2017/18 -2020/21
<http://politics.leics.gov.uk/ieListDocuments.aspx?CId=134&MId=4433&Ver=4>

Leicestershire County Council's Local Transport Plan 3 (LTP3)
http://www.leics.gov.uk/ltp3_m0830.pdf

Report to the County Council on 28th September 2011 – Environment Strategy
<http://ow.ly/1Vvj309am4O>

Report to the County Council in 23rd May 2012 - Leicestershire Municipal Waste Management Strategy
<http://ow.ly/mxdT309am92>

Report to the Cabinet on 15th July 2014 – Carbon Reduction Strategy
<http://ow.ly/9AbV309amcC>

Appendix

Draft Environment and Transport Interim Commissioning Strategy 2017/18 Refresh
 Annex A – Action Plan
 Annex B – Achievements
 Annex C – Delivery Programme
 Annex D – Key Performance Indicators
 Annex E – Risk Register

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CABINET – 10 MARCH 2017

**MELTON MOWBRAY TRANSPORT STRATEGY
AND DISTRIBUTOR ROAD - DEVELOPMENT OF A BUSINESS CASE
AND IDENTIFICATION OF A PREFERRED ROUTE**

REPORT OF THE DIRECTOR OF ENVIRONMENT AND TRANSPORT

PART A

Purpose of the Report

1. The purpose of this report is to advise the Cabinet of the revised timetable for the development of a business case for the Melton Mowbray Distributor Road (MMDR), to seek approval to undertake further collection of evidence and, subject to Cabinet's approval, to note the next steps in the process for the development of the business case for the MMDR.

Recommendation

2. It is recommended that:
 - (a) A revised indicative timetable for the development of a business case for the Melton Mowbray Distributor Road (MMDR) is approved in order to enable
 - (i) Further evidence gathering and consultation to be undertaken; and
 - (ii) The business case to be submitted to the Department of Transport, in accordance with the timeframes set out in the report;
 - (b) The Director of Environment and Transport, following consultation with the Cabinet Lead Member, be authorised
 - (i) To undertake further evidence gathering during Spring/Summer 2017 to enable the ongoing development of the MMDR business case and the identification of a preferred route for the scheme;
 - (ii) To undertake consultation in late Summer/early Autumn 2017 to inform a 'preferred route' decision;
 - (c) A further report is submitted to the Cabinet in late 2017 seeking approval for a preferred route, so that the business case can be submitted to the Department of Transport in December 2017.

Reason for Recommendations

3. The recommendations are made in order to enable the County Council to meet a recently revised Government timetable for the preparation of a business case for the MMDR.

Timetable for Decisions (including Scrutiny)

4. A report will be submitted to the Environment and Transport Overview and Scrutiny Committee as part of the consultation to inform a preferred route decision.
5. The outcome of consultation will be included in the report to Cabinet in late 2017.

Policy Framework and Previous Decisions

6. Supporting the economy of Market Towns and rural Leicestershire is a priority of the Leicester and Leicestershire Enterprise Partnership's (LLEP) Strategic Economic Plan, which was approved by the Cabinet on 5th March 2014.
7. The Enabling Growth Action Plan, approved by the Cabinet on 16th March 2015, includes a specific action to work with Melton Borough Council to plan for the future growth of Melton Mowbray.
8. The third Leicestershire Local Transport Plan (LTP3), approved by the County Council in March 2011, contains six strategic transport goals. Goal 1 is to have a transport system that supports a prosperous economy and provides successfully for population growth.
9. Pursuant to its earlier resolution on 11th September 2015 that strategic growth within Melton Mowbray should be supported in principle through transport investment, on 9th May 2016 the Cabinet considered a report concerning proposals for the development and eventual delivery of a Melton Mowbray Transport Strategy, which included plans for an outer relief road (now referred to as a distributor road, the MMDR).
10. In May 2016 the Cabinet agreed inter alia continuation of the development of the Melton Mowbray Transport Strategy (MMTS) and authorised the Director of Environment and Transport to undertake the necessary consultations and negotiations as required to enable the definition of a preferred route for the eastern section of the MMDR.

Resource Implications

11. In July 2016 a bid for funding to develop an outline business case for the northern and eastern sections of the MMDR (A606 Nottingham Road to A606 Burton Road) was submitted to the Department for Transport's (DfT) Large Local Major Schemes Fund. The fund was announced in the 2016 budget, to fund the development work for local transport schemes with a value in excess of £52m and longer-term could be a source of both detailed design and construction funding for the MMDR.
12. On 28th November 2016 the DfT announced that this bid had been successful and £2.8m was awarded for the development of a business case for the MMDR. As outlined in paragraph 28 it is potentially possible that further funding could be

required, although officers are confident that this could be contained within existing/future budgets should this prove to be the case.

13. The successful bid was predicated on a timetable that would have potentially have seen delivery on the ground of the *northern and eastern sections* starting in 2022-23 (subject to construction funding). But, as set out in paragraph 22, the DfT has since indicated that it wants to see an acceleration of the programme to the point where construction of these sections could potentially start by Spring 2020 (subject to construction funding). The development and full completion of a MMDR (from the A607 Leicester Road to A606 Nottingham Road, including developer led sections) *could* potentially take the lifetime of Melton's new Local Plan to deliver i.e. to 2036.
14. Failure to accelerate the timescales is likely to lessen significantly the chances of securing future public funding for the construction of the MMDR.
15. The accelerated timescales requested by the DfT and associated resourcing are currently being investigated and a revised programme is being developed, with a broad outline of the likely programme set out in paragraph 25. The revised programme will affect timeframes and resources for producing the MMDR outline business case and developing the scheme to the point of delivery.
16. The Director of Corporate Resources and the Director of Law and Governance have been consulted on this report.

Circulation under the Local Issues Alert Procedure

17. A copy of this report has been sent to the following members who represent divisions in the Melton Borough: Mr. J. T. Orson JP CC, Mr. A. E. Pearson CC, Mrs. P. Posnett CC and Mr. J. B. Rhodes CC

Officer to contact

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PART B

Background

18. A transport strategy for Melton Mowbray is currently being developed jointly by the County Council and Melton Borough Council to help secure and coordinate a package of future transport investment that will support the future growth aspirations for the town set out in the Melton Local Plan and to help ensure the town remains an attractive place to live, work and visit.
19. Initial work on the transport strategy found that a package of minor improvements within the town would not be sufficient on its own and that the transport strategy would need to include the provision of a Melton Mowbray Distributor Road (MMDR) around the outside of the town.
20. Subsequent investigations suggested that an eastern distributor road would be more beneficial than a western distributor road and correspondingly would be most likely to succeed in winning Government funding for its delivery. The construction of such a road is estimated to cost in the excess of £80m and so will be reliant on Government (or other external) funding, which is most likely to be secured through a successful future bid to the DfT Large Local Major Schemes fund.
21. In July 2016 the Council made a bid to the DfT Large Local Major Schemes fund for funding to develop an Outline Business Case (OBC) for the delivery of an eastern distributor road. On 28th November 2016 the DfT announced that the bid had been successful and £2.8m was awarded for the development of an OBC for a MMDR.
22. On 20th January 2017 officers met with the DfT to discuss the commencement of work. It became apparent that, whilst the DfT considered that strategic case for the scheme was very strong, it wanted to see an acceleration of the programme for its delivery, to the point where construction could potentially start by Spring 2020.
23. Accelerating the timetable in line with the DfT's request will place the Authority in the best possible position to secure funding for the construction of the scheme. Even if construction money does not become immediately available after the business case has been submitted to allow construction to begin in 2020, the work will not have been abortive and will place the Council in a strong position for any future bidding opportunities.

Proposal for accelerated timetable

24. To achieve this new timescale, clarification will be sought from the DfT on the scope/extent of the scheme covered by the OBC and a revised programme will be produced for both the business case and scheme delivery in order to condense the timescales and, where possible, reduce the costs.
25. The scheme development programme could be accelerated by undertaking further evidence gathering, scheme design, preparation of planning documents and Compulsory Purchase Orders (CPO) and associated activities in parallel with the development of the OBC rather than waiting until the business case has been completed and approved. The revised programme is currently being finalised, but in very broad terms is likely to comprise the following key timescales/milestones:

Date	Activity
Spring 2017	Further evidence gathering, including in preparation for use of CPO powers should that be necessary.
Spring 2017 – Summer 2018	Transport modelling (to support OBC).
Spring – Summer 2017	Preliminary design.
Late Summer / early Autumn 2017	Consultation to inform a ‘preferred route’.
Late / end 2017	Seek Cabinet approval for preferred scheme.
End 2017	OBC complete.
Summer – Autumn 2018	Seek planning permission for preferred scheme.
Autumn 2018	Publish orders, including in relation to CPO as required, followed by public inquiry up to 12 months later.
Spring 2020	Earliest potential start of construction, subject to funding.

Proposed evidence gathering

26. It is intended that further evidence gathering will take place during Spring 2017 to inform the choice of route, including:
- Liaison with local land and property owners
 - Discussions with local representative groups, for example those formed by Melton Borough Council to inform the development of its Local Plan
 - Initial geotechnical and topographical surveys around the east of Melton
 - Environmental surveys across the broad corridor of the route (i.e. covering all route options).

Impact and risks

27. The revised programme will affect timeframes and resources for producing the MMDR OBC and developing the scheme to the point of delivery.
28. It is currently expected that the £2.8m DfT funding will be sufficient to cover both the OBC and the accelerated scheme development work to be pursued in parallel. However, at the time of preparing the report, discussions are still ongoing with the DfT around the agreement of the accelerated programme. Subject to the outcome of these discussions, further funding may be required. Whilst it is not possible to be specific, at the time of writing it is considered that any additional amount could be provided for out of the monies previously committed to the development of a Melton Mowbray Transport Strategy by the County Council and Melton Borough Council and/or future Environment and Transport budgets.

29. As a consequence of accelerating the scheme development work, the earliest dates for scheme construction could potentially be brought forward by several years, compared to the timeframes previously envisaged.
30. In order to facilitate earlier delivery of the scheme in line with DfT requirements, a decision about a preferred route needs to be brought forward as described below.

Consultation to inform a preferred route

31. An essential step in the development of a scheme such as the MMDR is to identify a preferred route; the preferred route forms the basis for the business case and planning and CPO processes.
32. The evidence gathering outlined in the previous section will help officers to focus on identifying what appears to be, from perspectives such as technical, environmental and value for money, the most likely deliverable route(s) in practice.
33. However, officers are proposing that a formal public consultation exercise should be undertaken prior to the Cabinet making a preferred route decision. (The exercise will also involve consulting the Environment and Transport Overview and Scrutiny Committee.)
34. It is planned to undertake the consultation in late Summer / early Autumn 2017. The primary purpose will be to seek views as to what the preferred route for the scheme should be.
35. A further report, including the outcome of the consultation, will be brought to the Cabinet in late 2017, with a view to deciding the preferred route of the MMDR to be taken forward in the business case and for planning and CPO purposes.
36. At this stage it is envisaged that the consultation could be held over 6 weeks, to include appropriate parish and town councils, local communities and businesses and other stakeholders. A consultation survey would be placed on the County Council's website, with copies available on request. The County Council, in partnership with Melton Borough Council, will also hold a public exhibition in the area. The Environment and Transport Overview and Scrutiny Committee will receive a report as part of the consultation.

Conclusion

37. There is a strong need to continue pursuing the MMDR scheme in order to support the future growth of both Melton Mowbray and Melton Borough as a whole.
38. The DfT has acknowledged that there is a strong strategic case for the scheme, but wants to see the timeframes for delivering the scheme brought forward significantly.
39. In itself, facilitating earlier delivery of the scheme would be very good news, but creates challenges in terms of timeframes that can only be addressed by adopting the revised programme described (including undertaking key scheme development tasks in parallel with the OBC). This represents a departure from the Department's previous approach to schemes of comparable scale (e.g. Loughborough Inner Relief Road, Earl Shilton Bypass).

40. Depending on the outcome of subsequent discussions with the DfT, there is also a potential financial risk to the Authority if the DfT is unwilling to fund certain elements required to accelerate scheme development but not directly connected to the OBC. It is considered that any additional amount could be provided from out of the monies previously committed to the development of a Melton Mowbray Transport Strategy by the County Council and Melton Borough Council and/or future Environment and Transport budgets.
41. However, pursuing this approach is considered on balance to be worthwhile and necessary to put the Authority in the best possible position to seek and secure future funding for construction of the MMDR. Even if construction money does not become immediately available after the business case has been submitted, the work will place the authority in a strong position for any future bidding opportunities.

Background Papers

11th September 2015. Report to the Cabinet - 'Development of a Melton Mowbray Transport Strategy':

<http://politics.leics.gov.uk/ieListDocuments.aspx?CId=135&MId=4230&Ver=4>

9th May 2016. Report to the Cabinet - 'Progress with the Development of a Melton Mowbray Transport Strategy':

<http://politics.leics.gov.uk/ieListDocuments.aspx?CId=135&MId=4602&Ver=4>

11th October 2016. Report to the Melton Highways Forum – 'Melton Mowbray Transport Strategy update:

<http://politics.leics.gov.uk/documents/s123013/6e.%20Melton%20Transport%20Strategy%20update.pdf>

Relevant Impact Assessments

Equality and Human Rights Implications

42. Proposals are aimed at tackling congestion both now and in the future and helping to provide more reliable journey times. In turn, this will facilitate strategic growth that should help to meet the social and economic needs of Melton Mowbray's current and future residents. No detailed assessment has been done at this early stage but if a MMDR scheme were to be taken forward an Equality and Human Rights Impact Assessment will be completed at an appropriate point.

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**CABINET – 10 MARCH 2017****COMMUNITY SPEED ENFORCEMENT****REPORT OF THE DIRECTOR OF ENVIRONMENT AND TRANSPORT****PART A****Purpose of the Report**

1. The purpose of this report is to update members on the Council's Community Speed Enforcement initiative and seek the Cabinet's approval for seven trial sites in advance of a potential wider role out of a Community Safety Camera Programme should the Government agree with the County Council's approach.

Recommendation

2. It is recommended that:
 - (a) Funding of £500,000 for the programme of trial sites from 2016/17 underspends be approved;
 - (b) The programme of trial sites detailed in paragraph 19 of this report be approved and the Director of Environment and Transport be authorised to carry out the necessary consultation with partners and communities and to implement the programme;
 - (c) A further report be submitted to the Cabinet when a response is received from the Department for Transport regarding the retention of fine income and setting out proposed local criteria for the wider use of speed cameras based on that identified in paragraph 22 of this report.

Reason for Recommendations

3. The programme of trial sites is being undertaken to seek to prove the concept of the proposed community safety camera approach. It will identify:
 - a) the effect of average speed cameras on speeding levels within an area/community;
 - b) the likely 'pay back' periods that may be required should the concept be adopted and fine revenue be made available by the Government to implement schemes.
4. These measures could potentially improve quality of life for communities, address concerns about speeding vehicles and improve the health and wellbeing of Leicestershire's residents. They will do this by reducing road deaths and injuries, reducing the fear of road danger, and encouraging more walking and cycling.

Timetable for Decisions (including Scrutiny)

5. Subject to the Cabinet's approval and support from the Leicester, Leicestershire and Rutland Road Safety Partnership (LLRRSP) the trial sites could be implemented in Autumn 2017. This would be subject to procurement timescales.

Policy Framework and Previous Decisions

6. On 10 February 2017 the Cabinet considered a report and supplementary report on Community Speed Enforcement.
7. In developing these proposals consideration has been given to the Government's policy for safety cameras (*Department for Transport, Use Of Speed And Red-light Cameras For Traffic Enforcement: Guidance On Deployment, Visibility And Signing 2007*).

Resource Implications

8. Speeding fines cannot currently be used to fund the installation of any type of speed camera, which can typically cost between £30,000 to £50,000 per unit. Economies of scale exist because several cameras can share the required back office technology.
9. Seven sites have been identified for the trial (see Part B of this report below) with an approximate £500,000 cost (pending further site assessment work). This will be funded from 2016/17 underspends.
10. Should the trial be successful, and should the Government make the suggested changes to the national policy on safety cameras in the future, money from future fine income could be diverted to fund community safety cameras.
11. The Director of Corporate Resources and the Director of Law and Governance have been consulted on this report.

Circulation under the Local Issues Alert Procedure

12. Mr. E. F. White CC, Mr. D. Snartt CC, Mr. S. D. Sheahan CC, Mr. G. A. Hart CC, Mr. D. A. Sprason CC, Mr. O. O'Shea CC, Mr. J. Kaufman CC, Mr. D. A. Gamble CC.

Officers to contact

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PART B

Background

13. On 10 February 2017 the Cabinet considered a report and supplementary paper regarding Community Speed Enforcement which set out the Council's proposed approach to community speed cameras. The Council wishes to use average speed cameras to enforce speed limits, irrespective of the casualty record. Subject to funding being available, these could be installed at locations where communities have expressed concern and there was a proven issue with speeding vehicles.
14. The report also set out the Authority's wish to see the costs of new cameras being met by offenders, through surplus funds generated by the locally run driver education workshops along with speeding fine income, which is currently retained in full by the Government.
15. The Cabinet resolved to write to the Department for Transport (DfT) on the matter and, if necessary, to continue to campaign for a change to national policy guidance on safety cameras - seeking new siting criteria and for the DfT to agree to local authorities retaining fine income to fund camera installation costs. The Cabinet agreed to seek support from the LLRRSP and in the meantime authorised the Director of Environment and Transport to develop trial schemes and local criteria for the use of safety cameras.
16. At the time of writing this report a response from the DfT is still awaited.

Proposed Trial Sites

17. To prove the concept of the proposed community safety camera approach the Cabinet agreed that a trial scheme or schemes should be developed to understand the effect on speeding levels within the area and adjacent roads, and to identify the likely pay back periods that may be required should the fine revenue be made available by the Government.
18. Further consideration has been given to the development of a number of trial sites across the County and it is proposed to trial cameras in 3 different situations:
 - a) **Villages** where there is a speeding problem and the community has expressed concerns about the level of speeding traffic.
 - b) **Rural routes** that have a higher than national average accident rate where there are no common factors that could be treated by individual engineering measures and it is considered that a lower speed limit and effective enforcement will reduce the accident rate.
 - c) **Key arterial routes** where there is the potential to develop a smart corridor approach that could potentially utilise the data collected from average speed cameras not only to enforce the speed limits but to provide real-time traffic management information such as average speeds and journey times.

19. The table below indicates the proposed trial sites and the rationale for their choice.

Site	Category	Rationale
Sharnford (Blaby)	Village	A rural village with a longstanding issue and community concerns, an LLRRSP site with mean speeds downhill of 31.2mph and 85%ile speeds downhill of 35.9 mph in a 30 limit.
Woodhouse Eaves (Charnwood)	Village	A rural village with a longstanding issue and community concerns, with mean speeds of 32.9 mph and 85%ile speeds of 41.4 mph in a 30 limit.
Measham (North West Leicestershire)	Village	A rural village with a long standing issue and community concerns, an LLRRSP community concern site and a community speed watch site with mean speeds of 42.8 mph and 85%ile speeds of 50 mph in the 30mph limit.
Walcote (Harborough)	Village	A rural village with a long standing issue and community concerns, an LLRRSP community concern site with mean speeds of 35.4 mph and 85%ile speeds of 39 mph in a 30 mph limit.
B676 Melton to County Boundary (Melton)	Rural Route	A low standard rural route with an accident rate of between 357 and 390 accidents per billion vehicle kilometres compared to a national average accident rate for rural roads of 267 accidents per billion vehicle kilometres. Proposals for a reduction in speed limit from National Speed Limit to 50mph currently being considered.
A6 Harborough Road, Oadby (Oadby and Wigston)	Major Arterial Route	A key arterial route providing access into the Principal Urban Area (PUA) and forming part of the Council's emerging Major Route Network. Carries in excess of 19,500 vehicles per day with over 800 vehicles per day exceeding 50mph in a 40mph limit.
A50 Field Head to A46 (Hinckley and Bosworth)	Major Arterial Route	A key arterial route providing access into the PUA and forming part of the Council's emerging Major Route Network. Carries in excess of 25000 vehicles per day. Speed limit due to be reduced in April 2017 and requests for average speed cameras received during consultation.

20. Subject to the Cabinet's approval, consultation will be undertaken with local councils, LLRRSP members and local communities. This will be done via direct contact and through the Council's website as appropriate.
21. If the trial sites are supported by local communities and the LLRRSP the programme would be implemented in autumn 2017 (pending timescales of appropriate procurement). The cost of measures will be approximate £500,000 and

this will be funded as detailed in paragraph 9.

Development of Local Criteria for the wider use of speed cameras.

22. Criteria for choosing and prioritising sites are still being developed, but the following factors will be among those considered:
 - a) Input from partners, for example the LLRRSP.
 - b) The level of the existing speeding problem using a combination of mean speed and 85thile speed related to national averages together with the absolute volumes of speeding traffic.
 - c) Level of community concern and local support for the installation of cameras.
 - d) Whether alternative measures have been considered/tried at the site.
23. The County Council holds the results of over 2650 speed surveys across the County for all speed limits. Work is currently ongoing to analyse this data and benchmark it against the speed limit and DfT published national averages so that sites can be categorised as red, amber or green to aid the prioritisation of potential sites. In addition, local councils will be contacted to ascertain the level of support for the proposed approach and to identify their areas of concern.

Proposed way forward

24. In view of ongoing community concerns about speeding across Leicestershire it is proposed that the trial schemes be introduced in Autumn 2017 and that a report on the trial sites will be submitted to the Cabinet after they have been in operation for 12 months.
25. Concurrently with the trial schemes, work will take place to develop local criteria for the wider use of safety cameras in Leicestershire. This would be subject to Government approval and agreement to the Authority retaining fine income for the installation of safety cameras.

Relevant Impact Assessments

Equality and Human Rights Implications

26. There are no Equality and Human Rights Implications directly arising from this report. The wider use of safety cameras in Leicestershire would bring a significant benefit to communities with speeding concerns. The ability to install speed cameras more freely will reduce road deaths and injuries and improve the quality of life for communities.
27. No detailed equality assessment has yet been undertaken on the proposed changes to community speed enforcement. Equality and Human Rights Impact Assessments (EHRIA) will be undertaken as appropriate during the review of any departmental strategies prior to final decisions being made. This will ensure that any new, proposed or significantly changed policies, practices, procedures, functions or services are assessed for equality and human rights implications.

Crime and Disorder Implications

28. The Authority continues to recognise the importance of seeking to address crime and fear of crime, including from speeding vehicles. It emphasises the importance of implementing policies and measures to ensure that it provides safe, high quality environments.

Environmental Implications

29. The effective enforcement of appropriate speed limits should lead to a smoother flow of traffic reducing acceleration and deceleration leading to reduced emissions; In addition the effective enforcement of speed limits will improve the quality of life for communities, reduce road safety fears and lead to more sustainable transport choices.

Partnership Working and Associated Issues

30. The existing Safety Camera Scheme is directly managed by Leicestershire Police. It forms an integral part of the Leicester, Leicestershire and Rutland Road Safety Partnership (LLRRSP), which consists of the following organisations:
- Leicestershire County Council
 - Leicester City Council
 - Rutland Council
 - Leicestershire Police
 - Leicestershire Fire and Rescue Service
 - Highways England
 - Leicestershire Magistrates' Courts
 - Public Health.

Risk Assessment

31. The proposed changes to community speed enforcement have not been risk assessed. However, the County Council will assess the risks of relevant new policies and schemes at appropriate points during their development.

Background Papers

Report to the Cabinet on 10 February 2017 on Community Speed Enforcement and minutes of that meeting

<http://politics.leics.gov.uk/ieListDocuments.aspx?CId=135&MId=4858&Ver=4>

DfT guidance (2007) - Use of speed and red-light camera for traffic enforcement:

<http://ow.ly/a4CO309rJ9l>



CABINET – 10 MARCH 2017

BETTER CARE FUND PLAN 2017/18 – 2018/19

**REPORT OF THE DIRECTOR OF HEALTH AND CARE
INTEGRATION**

PART A

Purpose of the Report

1. The purpose of this report is to advise the Cabinet of the refresh of the Leicestershire Better Care Fund (BCF) Plan for 2017/18 – 2018/19. The Health and Wellbeing Board, on 16 March, will be asked to approve the BCF Plan for later submission to NHS England, in line with the national timetable, and to agree that the rolling BCF Section 75 Agreement and associated governance arrangements for the BCF pooled budget continue into 2017/18.

Recommendation

2. It is recommended that:
 - a) The preparations and governance arrangements for the approval and submission of Leicestershire's Better Care Fund Plan for 2017/18 – 2018/19 be noted;
 - b) That the continuation of the rolling Better Care Fund Section 75 Agreement, and associated governance arrangements be noted.

Reasons for Recommendation

3. National BCF Guidance requires all local areas to refresh BCF plans in partnership, and in line with the BCF Policy Framework and Technical Guidance, seek approval from their Health and Wellbeing Board, prior to submission of the BCF plan to NHS England.

Timetable for Decision (including Scrutiny)

4. A report on progress with the refresh of the BCF will be considered by the Health Overview and Scrutiny Committee on 1 March 2017 and any comments will be reported to the Cabinet.
5. The final submission will be considered by the respective Boards of the two county Clinical Commissioning Groups on 14 March 2017. It will then be submitted to the Health and Wellbeing Board for approval on 16 March 2017.

6. At the time of writing this report, the BCF policy framework and technical guidance for 2017/18 is still awaited, having been delayed nationally since November 2016. If necessary, arrangements will be made by the Health and Wellbeing Board for approval of the submission to NHS England in-between meetings, which can be delegated to the Chief Executive.

Policy Framework and Previous Decisions

7. The BCF policy framework was introduced by the Government in 2014, with the first year of BCF plan delivery being 2015/16. The Cabinet in February 2014 authorised the Health and Wellbeing Board to approve the BCF Plan and plans arising from its use.
8. The BCF policy framework was refreshed for 2016/17 and published by NHS England in January 2016. On 9 May 2016, the Cabinet received a report confirming that the 2016/17 BCF Plan had been approved by all partners and submitted to NHS England.
9. A further report on the Leicestershire BCF was made to the Cabinet in June 2016, which focused on the implications of local arrangements for Disabled Facilities Grant allocations.
10. The Leicestershire Health and Wellbeing Board received a presentation and report on the work in progress to refresh the BCF Plan for 2017/18 – 2018/19 at its meeting on 5 January 2017.

Resource Implications

11. The Better Care Fund Spending Plan totals £40.4m in 2017/18, subject to confirmation of local authority allocations in March, compared with £39.1m 2016/17.
12. At the time of writing this report Clinical Commissioning Group (CCG) BCF allocations for 2017/18 – 2018/19 have been confirmed, but local authority budgetary allocations are expected on the 8th March, which we anticipate will include confirmation of the Disabled Facilities Grants allocations. The table below provides an overview of the BCF allocations as at 24 February.

		2016/17 £000	2017/18 £000	2018/19 £000
Minimum NHS Ring-fenced from CCG Allocation (included in CCG Operational Plans 2017-19)	ELRCCG	15,559	15,832	16,129
	WLCCG	20,477	20,844	21,240
Total CCG Allocation		36,036	36,676	37,369
Disabled Facilities Grant*		3,067	3,067	3,067
LCC Disabled Facilities Grant Uplift			663	
LCC Miscellaneous			52	53
Total BCF		39,103	40,458	40,489

*currently based on 2016/17 levels

13. The CCGs will consider at their respective Board meetings on 14 March 2017 the potential inclusion of an additional service line, (along with its associated budget) into the BCF from 2017/18 onwards. This is concerned with including phase two of the Intensive Community Support Service, but is subject to CCG Board approvals.
14. The Better Care Fund is operated as a pooled budget under section 75 of the NHS Act 2006. The Leicestershire BCF section 75 agreement is a rolling agreement originally approved by the Cabinet in July 2014. Assurance will be required locally and nationally that the BCF section 75 has been extended for a further 12 months and plans are in place, via the Integration Executive (an officer group), to undertake this work in the usual way between April and June 2017.
15. More detail on the funding position for the 2017/18 – 2018/19 BCF, including key financial risks is given in Part B of this report, below.
16. The Director of Corporate Resources has been consulted on this report.

Circulation under the Local Issues Alert Procedure

None.

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PART B

Background

17. The purpose of the BCF is to transform and improve the integration of local health and care services, in particular to reduce the dependency on acute hospital services, in favour of providing more integrated community based support.
18. The strategic framework is set by BCF national policy requirements, BCF national conditions, BCF metrics, CCG commissioning intentions, and key local authority duties with respect to integration and the Care Act.
19. Locally, the introduction of the Leicester, Leicestershire and Rutland (LLR) Sustainability and Transformation Plan (STP) essentially reframes priorities and financial plans across the LLR health and care economy.
20. Keeping people out of statutory and acute provision wherever possible, sustaining adult social care within new models of care locally, ensuring there is a cohesive plan for data integration at population and care planning levels, implementing seven day services, improving hospital discharge and developing an infrastructure and platform for joint commissioning remain high priorities within the integration agenda nationally and locally.
21. A high-level summary of the draft BCF plan is attached at Appendix A, indicating the BCF service lines and financial assumptions as at 24 February 2017.

BCF National Conditions and Metrics

22. The current BCF policy framework and existing BCF technical guidance from 2016/17 indicate that a local BCF plan must demonstrate how it will deliver against the following national conditions:-
 - a. Delivery against five national BCF metrics and a locally selected metric;
 - b. How a proportion of the fund will protect adult social care services;
 - c. How data sharing and data integration is being progressed using the NHS number (*the NHS number is the unique identifier for each individual which is used on all NHS records*);
 - d. How an accountable lead professional is designated for care planning/care co-ordination;
 - e. Delivery of Care Act requirements;
 - f. How a proportion of the fund will be used to commission care outside of hospital;
 - g. How seven day services will be supported by the plan;
 - h. That the impact on emergency admissions activity has been agreed with acute providers;

- i. That there is a locally agreed proactive plan to improve delayed transfers of care from hospital;
 - j. That Disabled Facilities Grant (DFG) allocations within the BCF will be used to support integrated housing solutions including the delivery of major adaptations in the home; and
 - k. Approval of the BCF plan by all partners, being assured via the local Health and Wellbeing Board.
23. It should be noted that these conditions could be subject to change, once the final technical guidance is published for 2017/18. It is believed that the forthcoming national BCF guidance may reduce the number of national conditions from eight to possibly three or four, with quarterly reporting to NHS England required, as in previous years. However local areas will still be expected to provide evidence of plans and progress towards those other elements of integration policy which previously were listed as BCF national conditions.
24. It is anticipated, and reflected in the draft Leicestershire BCF plan, that the following metrics will all continue to be nationally required:
 - Reducing the number of total emergency admissions;
 - Effectiveness of reablement at 91 days;
 - Improving delayed transfers of care;
 - Reducing permanent admissions to care and nursing homes.
25. Preparatory work to refresh the BCF outcome metrics has taken place during January and February 2017. Aside from the BCF guidance, there are a number of other interdependencies for this work, including:
 - STP activity assumptions
 - CCG operating plan assumptions for 2017/18 – 2018/19;
 - BCF plan refresh progress for 2017/18 – 2018/19;
 - Impact of the implementation of new models of care in LLR.
26. Those emergency admissions which are planned to be avoided via services funded by the BCF will be clearly defined and being fully aligned to CCG operating plan targets for 2017/18, the wider LLR activity assumptions within the STP, and the new model of urgent care which comes into effect on 1 April 2017.
27. Preparatory work on refreshing the BCF metrics so far has identified draft baseline data and trajectories for 2017/18 for each of the national BCF metrics. These will be reviewed in the BCF Plan being submitted to the Health and Wellbeing Board on 16 March, and are subject to the technical guidance, when published.

BCF Submission

28. The national BCF plan submission to NHS England is expected to comprise the following components:
- A narrative document setting out how the local plan will deliver health and care integration. Specifically with respect to each of the BCF national conditions and metrics, the plan must demonstrate how this will be achieved and measured. A draft of this narrative is already well underway and will be included in the reports to the CCG Boards and the Health and Wellbeing Board in March.
 - A technical submission, using an excel template to be provided by NHS England. This will include a breakdown of the BCF spending plan and supporting financial analysis, baseline and trajectories for each of the metrics, assurance against each national condition.
 - Assurance that the local plan has been developed by engagement with a wide range of partners and approved by these partners, including ultimately by the Health and Wellbeing Board.

Key Actions Arising from the BCF Plan Refresh

29. Over the last three months, the Leicestershire Integration Programme Operational Group, a subgroup of the Integration Executive which has representation from commissioners and providers across health and care, has led the work to refresh the BCF Plan and produce a final draft of the associated spending plan attached as Appendix A to this report. The spending plan is subject to final BCF allocations being confirmed, and any further implications from the national guidance.
30. A number of service areas have been identified for further work during 2017/18 and these will be added to the Integration Executive workplan, which will also be submitted to the Health and Wellbeing Board in March.
31. During 2017/18, the work plan will include the roll-out of the new Lightbulb Housing Service across Leicestershire, which is planned to take place between April and October 2017.
32. Each District Council is in the process of receiving the Lightbulb Business Case through their respective governance routes, with the approvals process due to be completed by the end of March 2017.
33. Through the process to refresh the Better Care Fund, discussions have taken place with District Council Chief Executives and Section 151 Officers about the treatment of Disabled Facilities Grant Allocations from 2017/18.
34. Forecasting information from each District Council has been applied to the BCF financial plan, which is subject to final confirmation once the national DFG allocations and supporting BCF guidance have been published for 2017/18. (see paragraph 44 below).

35. District Council Chief Executives have expressed a range of views on how this should be approached in 2017/18, and these discussions have included how DFG allocations are permitted to be used strategically within the BCF policy framework to support the integration of health, care and housing.
36. It is clear from feedback received from District Council Chief Executives to date that if DFG allocations are to be considered for wider purposes within the BCF, this would be by local agreement in the relevant District, targeted to local population outcomes.
37. Wide ranging engagement across all partners has been undertaken to refresh the BCF Plan as shown in Appendix B.
38. Appendix B includes the engagement undertaken with District Council Chief Executives, with a further meeting scheduled on March 9, 2017. This meeting will focus on the overall outcomes within the BCF and the refresh as a whole, as the previous engagement sessions with District Chief Executives and Section 151 Officers (since October 2017) have been focused on DFG forecasting and the treatment of allocations.
39. Findings from service user engagement activities across the health and care economy have also been used to inform the BCF refresh, a selection of which are listed below:
 - Service user metrics have been analysed to assess improvements in the experience of local people using integrated care and support across settings of care in Leicestershire, including the quality of life score in the Adult Social Care Outcome Framework, support for people with Long Term Conditions via the GP survey, and experience of coordination of care and support on discharge from CQC surveys;
 - A Better Care Together customer insight survey undertaken in 2015/16 focused on the views and experiences of carers;
 - Engagement with service users undertaken for the introduction of the “Help To Live At Home” domiciliary care services, used to shape the outcomes and service model;
 - Engagement with service users across eight BCF schemes as part of the evaluation conducted with Loughborough University and Healthwatch, focused particularly on admissions avoidance;
 - Engagement and customer insight analysis undertaken for the Lightbulb Housing Project which informed the service model;
 - Engagement with service users on integrating customer services points of access across health and care, used to inform the future options and solutions for an LLR-wide operating model;
 - Engagement undertaken by Leicestershire Healthwatch, reported bi-monthly to the Leicestershire Health and Wellbeing Board, with thematic analysis on areas such as mental health, primary care access, urgent care and hospital discharge;

- Findings and recommendations from local authority scrutiny committees and scrutiny panels; and
- Feedback from LLR engagement events for Better Care Together and the STP.

Resource Implications

40. Per the announcements made in the 2015 Comprehensive Spending Review, Local Authorities were expected to benefit from improved BCF allocations (iBCF) from 2017/18 onwards, however the amount received per area depends on the ability of the council to raise funding from the social care precept.
41. As a result, Leicestershire does not receive any additional iBCF funding in 2017/18, and reduced levels in later years. It is anticipated that £5.6m of iBCF additional funding will be available via Local Authority allocations in 2018/19.
42. The County Council included a 2% social care precept in 2016/17 and budget plans include proposals to introduce a maximum further 6% over the next three financial years.
43. There is considerable financial pressure on the BCF spending plan for 2017/18, caused primarily by two key issues:-
 - 1) The social care capital grant being removed from the BCF in 2016/17 and replaced with an unfunded uplift in DFG allocations.
 - 2) The requirement from the two county CCGs that up to £2m of savings should be in the BCF plan in 2017/18, to support the significant financial risks affecting NHS commissioners in 2017/18.
44. The current BCF Plan has regard to a number of national conditions which affect the overall financial position. It is expected that these conditions will continue in 2017/18. Specific activities have been completed to locally agree arrangements for two of the national conditions and the associated spending plan. These are set out below:-
 - **Maintenance of Social Care Expenditure** – a working session with senior representatives from the Adults and Communities Department was held on 1st November to review financial assumptions for the Adult Social Care investments within the plan. The 2017/18 BCF Plan assumes the same level of Adult Social Care protection as in 2016/17 (£17m). This will be reviewed following the release of the national guidance. It is expected that the overall social care spend will need to increase at least in line with inflation.
 - **Disabled Facilities Grant (DFG)** – it is expected that funding allocations for major adaptations in the home will continue to be routed via the BCF to district councils in line with current national policy. Work with district council Chief Executives and Finance Leads, has been

undertaken to forecast DFG demand across Leicestershire to inform the position. As a result of this, DFG allocations totalling £2.85m have been included in the Plan from 2017/18. This will be reviewed once the local authority allocations for 2017/8 and the national BCF guidance are published.

45. It should be noted that the majority of the BCF Plan is attributed to core NHS and local authority services, with some components dating back to historic pooled budget arrangements from 2011/12 onwards. BCF services therefore feature in existing core commissioner NHS and local authority contracts, so where service changes are proposed these need to be factored into activities led by CCG commissioning/contracting leads or local authority lead commissioners.
46. Any proposed changes will need to be incorporated into contracts, and any decommissioning/re-commissioning activities are subject to usual processes and governance (e.g. consultation, lead times, notice periods, procurement decisions, etc.)
47. A number of key commissioning assumptions have informed the refresh, highlighting the interdependencies between the BCF plan and the LLR-wide redesign associated with the LLR STP -
 - BCF funding for urgent care is being transposed into the new model of urgent care service being commissioned by CCGs from April 2017.
 - Investments associated with core discharge support services operating across University Hospitals Leicester and Leicestershire Partnership Trust and social care are essential to support system flow and improve performance on discharge delays. Current investments/services are already subject to ongoing redesign for 2017/18 linked to the STP Home First workstream, so these components have been ring fenced in the financial refresh for this purpose.
 - The existing local rehabilitation and reablement services which are funded via the BCF will also be reviewed through the new STP Home First workstream in 2017/18.
 - The existing case management services in both CCGs (“integrated care” in the East Leicestershire and Rutland CCG and “proactive care” in the West Leicestershire CCG) are assumed as core components of the future Integrated Locality Teams development in LLR.

Background Papers

Better Care Fund Policy Framework 2016-17 - <http://ow.ly/74k9309bePG>

Report to the Health and Wellbeing Board Report on 5 May 2016 ‘Better Care Fund Plan Final Submission and Assurance’ - <http://ow.ly/ahgi309bf47>

Report to the Cabinet on 17 June 2016 ‘Disabled Facilities Grant/BCF report’
<http://politics.leics.gov.uk/documents/s120067/supplementary%20BCF%20Plan%20DFG%20report.pdf>

Report to the Health and Wellbeing Board on 15 September 2016 'BCF/Disabled Facilities Grants' <http://politics.leics.gov.uk/documents/s122300/DFG%20Report.pdf>

Report to the Cabinet on 16 September 2016 'BCF/Disabled Facilities Grants' <http://politics.leics.gov.uk/documents/s122380/BCF%20DFG%20Report.pdf>

Report to the Health and Wellbeing Board on 5 January 2017 'Better Care Fund Refresh 2017/18' - <http://ow.ly/30DZ309bfTt>

Leicester, Leicestershire and Rutland Sustainability and Transformation Plan - <http://www.bettercareleicester.nhs.uk/Easysiteweb/getresource.axd?AssetID=47665>

Appendices

Appendix A – Draft Leicestershire BCF Service/Finance Plan (as at 20 February 2017)

Appendix B – BCF Refresh Engagement and Governance Planner

Relevant Impact Assessments

Equality and Human Rights Implications

48. Developments within the BCF Plan are subject to an equality impact assessment and the evidence base supporting the BCF Plan has been tested with respect to Leicestershire Joint Strategic Needs Assessment. An equalities and human rights impact assessment has been undertaken which is provided at - <http://ow.ly/1sqC309cJUu> . The assessment concluded that the impact of the BCF is neutral and therefore a full assessment was not required.
49. This document is undergoing annual review by Leicestershire County Council's (Adults and Communities Department) Equalities Group on 14 March 2017 and any revisions arising from this will be reflected in the final BCF Plan submission to NHS England.

Partnership Working and associated issues

50. The delivery of the BCF Plan and the governance of the associated pooled budget are managed in partnership through the collaboration of commissioners and providers in Leicestershire.
51. Day-to-day oversight of delivery is undertaken by the Integration Executive, an officer subgroup of the Health and Wellbeing Board.
52. The delivery of the Leicestershire BCF ensures that a number of key integrated services are in place and contributing to the system wide changes being implemented through the LLR STP, the five-year plan to transform health and care across Leicester, Leicestershire and Rutland. This programme of work is called Better Care Together and has resulted in the publication of the LLR Sustainability and Transformation Plan. <http://ow.ly/IPsP309cK2D>

53. Key risks affecting the refreshed BCF Plan at this stage are characterised as a combination of:
- Overall LLR system level risks (service, financial and transformational), per the LLR STP, and
 - Specific risks affecting the Leicestershire BCF plan/pooled budget (arising from both the LLR system level risks and the national policy position for the BCF).
54. The following is a summary of Key Risks associated with the BCF refresh as at February 2017 -
- a) Impact of the 2017/18 financial position across the health and care economy – risk that partners are forced to address immediate/short term system pressures versus investing in medium term solutions/ transformation, e.g. per the STP priorities.
 - b) Lack of financial headroom within the Leicestershire BCF Plan, including lack of reserves and contingencies from 2017/18 onwards.
 - c) Increased significant risks in CCG financial plans from 2017/18 onwards.
 - d) Ongoing urgent care pressures, including a deterioration in Delayed Transfers of Care (DTC) performance in 2016/17.
 - e) As mentioned previously, at the time of writing this report, the national BCF guidance has not yet been published. There are three key areas of risk that need further clarification via this guidance, namely -
 - i. Whether a risk pool is required for emergency admissions performance. (Initial feedback indicates that this will be required only if the BCF is expected to deliver a reduction in emergency admissions beyond CCG operating plan assumptions).
 - ii. Whether any increase in local authority allocations into the BCF will be announced/ available, based on the previous 2015 Comprehensive Spending Review announcements and intentions. If so, it is likely these would be linked to either DFG and/or Adult Social Care budgets.
 - iii. Any DFG allocations pressures into the Leicestershire BCF arising from the local authority allocations and/or BCF technical guidance (expected in late February 2017).
 - f) Reliance on the delivery of further in-year savings from service review and redesign across a number of BCF service lines in order to deliver a more sustainable medium term financial plan.
 - g) A number of these BCF service lines are subject to work lead by STP workstreams during 2017/18, with key milestones and quantifiable impact in some areas still to be confirmed.

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**CABINET – 10 MARCH 2017****LEICESTER AND LEICESTERSHIRE STRATEGIC GROWTH PLAN:
JOINT STATEMENT OF CO-OPERATION****REPORT OF THE CHIEF EXECUTIVE****PART A****Purpose of the Report**

1. The purpose of this report is to seek the Cabinet's approval of the Joint Statement of Co-operation Relating to Objectively Assessed Need for Housing.
2. The Joint Statement of Co-operation confirms the commitment of partner organisations to collaborative working across Leicester and Leicestershire and has been prepared to accompany the publication of the Housing and Economic Development Needs Assessment (HEDNA); a key piece of evidence which will inform the preparation of the Leicester and Leicestershire Strategic Growth Plan and Local Plans in Leicester and Leicestershire.
3. The ten partners which have agreed to prepare a Strategic Growth Plan are the seven district councils of Leicestershire, Leicester City Council, Leicestershire County Council, and the Leicester and Leicestershire Enterprise Partnership (LLEP).

Recommendation

4. It is recommended that the Joint Statement of Co-operation Relating to Objectively Assessed Need for Housing be approved.

Reasons for Recommendation

5. To ensure that all partners demonstrate commitment to providing for their objectively assessed housing needs and, if they are unable to be accommodated within the local authority area within which they arise, that a collaborative approach is taken to resolving the provision of unmet need.

Timetable for Decisions (including Scrutiny)

6. The Joint Statement of Co-operation was considered by the Members' Advisory Group (member representatives from the ten partner organisations) on 26 January 2017 and it was agreed that it could be published and proceed through the governance arrangements of partners. All partner organisations are being recommended to approve the Joint Statement of Co-operation, via meetings of their Executive or equivalent, during February and March 2017.

7. The Scrutiny Commission will consider the Joint Statement of Co-operation on 8 March 2017 and its comments will be reported to the Cabinet.

Policy Framework and Previous Decisions

8. The Cabinet considered the Combined Authority proposal in November 2015; the Strategic Growth Plan is a key component of the Leicester and Leicestershire Combined Authority proposal.
9. In June 2016 the Cabinet approved the Strategic Growth Statement for consultation. The Strategic Growth Statement formed the first stage of a three-stage approach for the preparation of the Leicester and Leicestershire Strategic Growth Plan.

Resource Implications

10. There are no resource implications arising from this report. Officer time and funding for the HEDNA have been contributed by all partners.

Circulation under the Local Issues Alert Procedure

11. A copy of this report will be circulated to all members under the Members News in Brief Service.

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PART B

Context

12. The Council, working with Leicester City Council, the seven district councils, and the LLEP, is preparing a Strategic Growth Plan (SGP) for Leicester and Leicestershire.
13. This exercise is being overseen by a Members' Advisory Group (MAG), comprising representatives from each of the local authorities, together with the LLEP whose representative attends as an observer. The MAG is supported by a Strategic Planning Group, made up of senior officers from the local authorities. The MAG is responsible for assisting in the proper execution of the statutory Duty to Co-operate, by which local planning authorities and other key stakeholders, including the County Council, are required to co-operate on strategic planning issues, including employment and housing land provision, affecting Local Plans.
14. One of the key pieces of evidence to inform the SGP for Leicester and Leicestershire is the Housing and Economic Development Needs Assessment (HEDNA). This was commissioned early in 2016 and was completed in January 2017.
15. The HEDNA provides information on the quantity of housing and employment land needed from 2011 to 2031 and 2011 to 2036, the type, tenure and size of new dwellings needed, and the quantity and type of employment land needed. It identifies the 'Objectively Assessed Need' for housing and employment land.
16. The Joint Statement of Co-operation, published at the same time as the HEDNA on 27 January 2017, is appended to this report. The Joint Statement of Co-operation demonstrates how local authorities intend to address the matter of spatial distribution in the event that one or more authorities declare an unmet need.
17. The MAG considered the HEDNA and Joint Statement of Co-operation at its meeting on 26 January 2017 and agreed that both documents could be published and that agreement to the Joint Statement of Co-operation could be sought through the governance arrangements of partners.
18. A final Memorandum of Understanding between partners will be published when agreement has been reached regarding the spatial distribution of housing and employment.

The Statement of Co-operation

19. The Statement of Co-operation relates to the eight local planning authorities (Leicester City Council and the seven district councils) and two highway authorities (Leicester City Council and Leicestershire County Council). The purpose of the Joint Statement of Co-operation is to support those authorities seeking to produce a Local Plan in advance of the Strategic Growth Plan, and to set out how the local authorities will collaborate further to ensure that the

necessary joint evidence is in place to support subsequent Local Plans. It provides evidence of effective co-operation on planning for issues with cross-boundary impacts; the 'Duty to Co-operate'.

20. The Statement of Co-operation refers to the need for local planning authorities to ensure that their Local Plans meet the full Objectively Assessed Need (OAN) for market and affordable housing in the Housing Market Assessment (HMA) as far as is consistent with the policies set out in the NPPF (paragraph 47, "boosting significantly the supply of housing land" by meeting OAN, identifying deliverable sites, how they will be delivered and at what density). It then refers to the need to understand the capacity to accommodate additional housing through Strategic Housing Land Availability Assessments (SHLAAs) to establish realistic assumptions about availability, suitability and likely economic viability of land to meet the identified need for housing over the Local Plan period.
21. Table 1 in the Appendix to this report has been prepared using outputs from the HEDNA and SHLAAs and provides a summary of the agreed OAN for housing and the theoretical capacity for the HMA and each local authority. This shows an OAN of 96,580 dwellings for the period 2011 to 2031 for the Leicester and Leicestershire HMA, an OAN of 117,900 dwellings for the period 2011 to 2036 for the Leicester and Leicestershire HMA, and a theoretical total capacity of 206,908 dwellings for the Leicester and Leicestershire HMA. The theoretical capacity will be determined by each local authority through its Local Plans process.
22. A similar analysis has been undertaken of the need for housing based on the economic development needs of the area. The overall conclusion of this is that there may be a need for an alternative distribution of housing to meet economic needs; this would ensure that the demographic need of 4,829 or 4,716 dwellings per annum is met across the HMA/Functional Economic Market Area (FEMA) as a whole, in line with paragraph 47 of the NPPF.
23. In terms of housing capacity, there is a theoretical capacity for some 206,908 dwellings across the HMA as a whole, a figure which is considerably greater than the OAN figures to 2031 and 2036 for the HMA.
24. The Statement of Co-operation recognises that the ability of each local authority to meet its own OAN will vary. It refers to the agreement by partners to produce a SGP looking forward to 2050 and to the insertion of an appropriate trigger mechanism in all Local Plans coming forward before the SGP to ensure there is flexibility to respond to any significant changes that might arise.

Equality and Human Rights Implications

25. There are no equality and human rights implications arising from the recommendations in this report. An Equality and Human Rights Impact Assessment (EHRIA) will be undertaken at key stages in the preparation of the Strategic Growth Plan.

Environmental Implications

26. A Sustainability Appraisal/ Strategic Environmental Assessment/ Habitats Regulation Assessment is to be undertaken, and will inform the preparation of the Strategic Growth Plan.

Background Papers

16 June 2016: Cabinet Report: Leicester and Leicestershire Strategic Growth Plan – Strategic Growth Statement

<http://politics.leics.gov.uk/documents/s119790/FINAL%20Strategic%20Growth%20Statment.pdf>

Appendix

Joint Statement of Co-operation Relating to Objectively Assessed Need for Housing (January 2017)

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CABINET 10TH MARCH 2017

REPORT OF THE CHIEF EXECUTIVE

WORKING TOGETHER TO BUILD GREAT COMMUNITIES IN LEICESTERSHIRE: DRAFT COMMUNITIES STRATEGY 2017-21

PART A

Purpose of the Report

1. The purpose of this report is to present the draft refreshed Communities Strategy and seek approval to carry out a consultation exercise with communities and stakeholders on the Strategy and the development of an Action Plan for its delivery. The draft Strategy is attached as Appendix B to this report.

Recommendations

2. It is recommended that:
 - a. The draft refreshed Communities Strategy 2017-21 is approved for consultation and engagement with stakeholders;
 - b. The process for developing a Communities Strategy Action Plan as set out in the report is approved;
 - c. A further report be submitted to the Cabinet in the autumn setting out the outcome of the consultation and submitting the final Communities Strategy for approval.

Reasons for Recommendations

3. To provide the opportunity for stakeholders to comment on the draft Communities Strategy.
4. To provide the opportunity for stakeholders to contribute to the draft Strategy and on the development of an Action Plan which will support its delivery.

Timetable for Decisions (including Scrutiny)

5. The Scrutiny Commission will consider this report at its meeting on 8th March and its comments will be reported to the Cabinet.

6. Approval for the final Communities Strategy and the supporting Action Plan will be sought from the Cabinet in Autumn 2017.

Policy Framework and Previous Decisions

7. The Cabinet approved the Leicestershire Communities Strategy on 13th October 2014 with the Action Plan being approved by the Cabinet on the 11th May 2015. The Strategy is highlighted in the current Strategic Plan as a key element of the Leadership and Transformation role of the Council.
8. A strategy for Early Help and Prevention Services was approved by the Cabinet on 17th June 2016. This strategy identifies the Council's Target Operating Model for early help and prevention, which is supported by the approach described in the Communities Strategy.

Resource Implications

9. There are no direct financial implications in relation to the draft Communities Strategy. Delivery of the Strategy will be supported from within existing staffing resources and through the commissioning of community capacity building contracts and grants.
10. The Director of Corporate Resources has been consulted on the contents of this report.

Circulation under the Local Issues Alert Procedure

11. None. A copy of this report has been sent to all Members of the Council under the Members News in Brief service.

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PART B

Background

12. The existing Communities Strategy sets out the Council's commitment to develop inclusive and resilient communities that are more self-sufficient, that look out for each other and work with the Council to make a positive difference for the benefit of the people of Leicestershire.
13. The Strategy cannot be delivered by the Council alone but depends on co-operation with partners including communities to deliver better outcomes and consider different ways of delivering services and activities.
14. Several significant achievements have resulted from delivery of the existing Communities Strategy and Action Plan including Community Managed Libraries, and the introduction of Local Area Co-ordination. Local Area Co-ordination is an internationally recognised model of providing early help and support to prevent people reaching a crisis point and requiring higher cost services. The pilot scheme in Leicestershire has been in place since mid-2015, and currently operates in 10 locations with 8 Local Area Co-ordinators. It remains to integrate the objectives and aspirations of the Communities Strategy further within the everyday work of the Council and in its work with its partners.
15. The Council's Communities Board comprising officers from each Council Department has been established to provide a focus for refreshing and implementing the Strategy.

Review of Progress and Lessons Learned

16. As part of the refresh process, a review of progress to date in delivering the Communities Strategy took place. Appendix A provides a detailed summary of the progress made and lessons learned in delivering in delivering the Communities Strategy and Action Plan.
17. A number of key issues were highlighted for consideration in refreshing the Communities Strategy including:
 - The benefits, exemplified by the Community Managed Libraries initiative, of appropriate investment of officer time and/or funding in the preparation of Community Strategy initiatives and the transfer of services to communities.
 - The need to raise understanding across the Council of the benefits of an 'asset based approach', aiming to build on the personal skills, social networks and physical assets within communities for the achievement of mutual aims.
 - The need to support Voluntary and Community Sector (VCS) (and other partners) to develop sustainable models and alternative approaches to income generation.

- The need to continue to support VCS Infrastructure organisations and other partner organisations if the Council's ambitions are to be achieved, including support for volunteering and for parish and town councils.

Working Together to Build Great Communities In Leicestershire: Draft Communities Strategy 2017-21

18. The refreshed draft Communities Strategy 2017-21 is attached as Appendix B. The key changes, reflected in the refreshed Strategy, include the addition of case studies to illustrate successes, and four updated priorities -

- Priority 1: Communities able to support themselves, individuals and families;
- Priority 2: Communities, in collaboration with public services, are supported to design and deliver better outcomes for the people of Leicestershire;
- Priority 3: The voluntary and community sector in Leicestershire is an effective provider in a diverse market,
- Priority 4: The Council continues to be outward focussed, transparent and open to new ways of working.

The refreshed Strategy also includes a commitment to support social action and to take an asset-based approach in the Council's commissioning decisions.

19. It is proposed that the views of stakeholders on the refreshed Strategy be sought as part of the engagement process on the development of the Action Plan, as outlined in paragraph 21 below. The final Strategy will be submitted to the Cabinet for approval in October 2017.

Communities Strategy Action Plan

20. A draft Action Plan will be developed to support delivery of the four priorities outlined above. It will focus on practical, deliverable action that will make a tangible difference. Action will include, for example; providing training and support for volunteers, building the capacity of Parish and Town Councils and delivering community based broadband initiatives.

Consultation and Engagement

21. A series of engagement events and activities will take place over the summer culminating in a Communities Summit in September 2017. The aim of the consultation is to encourage wider participation and involvement in the delivery of the Communities Strategy. Engagement and consultation will include conversations with key stakeholders and a social media campaign to encourage communities to get involved.

The consultation and engagement plan will include:-

- Dissemination of the Strategy and the launch of a consultation and engagement process: June 2017
- Engagement events and Stakeholder Conversations: June–July 2017
- A Communities Summit: September 2017
- Final Strategy and Action Plan approved: October 2017.

Background Papers

The Leicestershire Communities Strategy 2014

<https://www.leicestershirecommunities.org.uk/uploads/community-strategy-oct14.pdf>

Report to the Cabinet on 17 June 2016 ‘Early Help and Prevention Review’

<http://politics.leics.gov.uk/ieListDocuments.aspx?CId=135&MId=4603>

The Council’s Strategic Plan 2014 - 2018

<http://politics.leics.gov.uk/ieListDocuments.aspx?CId=135&MId=4601>

Appendices

Appendix A - Communities Strategy: Review of Progress and Lessons Learned

Appendix B – Draft Communities Strategy 2017-21

Appendix C - Equalities and Human Rights Scoping Assessment

Equality and Human Rights Implications

22. An Equalities and Human Rights Scoping Assessment of the service review has been carried out and is attached as Appendix C. The assessment concluded that implementation of the Communities Strategy is likely to have a positive equalities and human rights impact. Through a focus on early intervention and prevention, developing inclusive and supportive community connections and community solutions it will promote community cohesion and have a positive impact on individuals or groups that identify with protected characteristics.

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CABINET – 10 MARCH 2017

**ACCOMMODATION STRATEGY FOR WORKING AGE ADULTS
2017-2022**

REPORT OF THE DIRECTOR OF ADULTS AND COMMUNITIES

PART A

Purpose of the Report

1. The purpose of this report is to request the Cabinet to approve the Leicestershire Accommodation Strategy for Working Age Adults (aged 18-64) 2017-2022 and the associated initial action plan. The Cabinet is also asked to note the potential for capital investment opportunities linked to the provision of more cost effective long-term accommodation options for people with complex needs.

Recommendations

2. It is recommended that:
 - a) The Accommodation Strategy for Working Age Adults (aged 18-64) 2017-2022 and action plan (attached as Appendix A) be approved;
 - b) That the proposed review of current policy around nomination agreements, highlighted in the Strategy, be noted;
 - c) The Cabinet agrees to receive a further report during 2017/18 outlining the progress made on the implementation of the Strategy and setting out more detailed potential capital investment options for the provision of more cost effective accommodation options for Working Age Adults.

Reasons for Recommendations

3. The Accommodation Strategy will help ensure that younger adults who are eligible for social care support as a result of a long term disability are supported to be able to live in their own homes in a way that is affordable for individuals and the Council. This Strategy complements the Leicestershire Adult Social Care Accommodation Strategy for Older People 2016-2026, approved by the Cabinet in November 2016.
4. The Council currently has no consistent approach to nomination agreements which can make it difficult to secure appropriate accommodation in a timely way. A new policy is required that makes it easier to do this whilst not adversely disadvantaging either the Council or providers. The development of this Strategy alongside our District partners is seen as vital in order to ensure appropriate, suitable accommodation in the right geographical area is available to support younger adults

maintain independence, whilst adhering to the Council's strategic approach to ensure that people can access the right level of support at the right time in order to help maximise their independence.

5. Further detailed work needs to be carried out to consider more cost-effective accommodation options, linked to delivery of the Council's Medium Term Financial Strategy (MTFS).

Timetable for Decisions (including Scrutiny)

6. The Adults and Communities Overview and Scrutiny Committee will consider this report on 7 March 2017 and its comments will be reported to the Cabinet.
7. It is intended that further reports will be submitted to the Cabinet, including more detailed potential capital investment options for the provision of more cost effective care for working age adults.

Policy Framework and Previous Decisions

8. The development of this Strategy on supported accommodation for younger adults who are eligible for social care support as a result of a long term disability has been underpinned by the principles set out within the Adult Social Care Strategy: Promoting independence, Supporting Communities; Our Vision and Strategy for adult social care 2016–2020, and it is an integral part of the emerging Whole Life Disability Strategy currently being developed.
9. The MTFS 2017/18-2020/21 sets out details of a review of supported living costs and individual long term residential placement costs.
10. Accommodation for people with a long term disability will be affected by changes proposed by the Government in the current consultation on Supported Housing rents and the proposed Additional Discretionary Housing Payments scheme from 2019 onwards, the outcome of which will not be known until later in the year.

Resource Implications

11. The full extent of resource implications will be developed as part of the action plan resulting from the Strategy. These may include the potential long term revenue benefits of an initial capital investment to support the development and sourcing of accommodation, across the County and potential reallocation of current resources.
12. 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

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

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PART B

Background

14. Being born with, or acquiring a disability, can have a major impact on a person's life, chances and opportunities. Living with a disability should not be a barrier to living a full independent successful life, including the choice to live independently in suitable, well located accommodation.
15. Where people live may significantly affect individual wellbeing. Accommodation therefore forms an integral part of the County Council's social care assessment and support planning responsibilities under the Care Act 2014.
16. The Strategy supports the Council's Adult Social Care Strategy; Promoting independence, Supporting Communities; Our vision and Strategy for adult social care 2016–2020 which is to:

“Make the best use of the available resources to keep people in Leicestershire independent. Our focus will be to promote, maintain and enhance people's independence so that they are healthier, stronger, more resilient and less reliant on formal social care services.”
17. The supporting action plan will be further developed to ensure key deliverable areas in the Strategy are achieved.

National and Local Picture

18. Nationally, the Government is aiming to help local councils and developers work with local communities to plan and build better places to live for everyone. This includes building affordable housing, improving the quality of rented housing, helping more people to buy a home, and providing housing support for vulnerable people.
19. The provision of suitable accommodation for disabled adults has improved over the past four years. Of people with a learning disability known to the Council in 2015/16, 77.5% were living in settled accommodation, along with 66.2% of those known to secondary mental health services. Despite these advances, a significant number of adults with a disability are currently residing in long term residential placements due to limited supported accommodation options.
20. This Strategy sets out the Leicestershire position around supported accommodation, bringing together the aims of district councils, the County Council, clinical commissioning groups, housing and support providers, individuals/families and other key stakeholders.

Development of the Strategy

21. A number of activities have been undertaken to inform the development of the Strategy including:
 - Establishment of a multi-agency reference group to oversee the development of the Strategy, with partners from across the district councils, health, social care

and the private and voluntary and community sector (VCS), who have an interest in housing.

- Individual district profiles have been produced in conjunction with all Leicestershire district council partners that include data and demand modelling around supported accommodation.
- Engagement with local individuals and their families/carers continues as to the key requirements for supported accommodation, to complement national co-produced work in this area.
- Provider and stakeholder consultation has been undertaken to ensure cross sector views contribute to the continuing development of the action plan.
- Ongoing work on the development of strategic and operational formal communications processes and protocols to support progress in the County around supported accommodation, particularly with district council and housing sector colleagues.

Stakeholder Engagement

22. The County Council's Adults and Communities Department and partners gathered views on the current supported accommodation sector during December 2016–January 2017 to help inform this new Strategy for Leicestershire. A full report of the consultation is attached (as Appendix B) to this report. This includes those individuals and their families who may be affected by the Strategy, along with other partners and stakeholders.
23. Engagement has been carried out with key internal and external stakeholders to gather views on the challenges and opportunities around the future of supported accommodation. A targeted survey was completed by 37 individuals representing the local authority, district councils, health and housing partners, care providers and the VCS during December 2016-January 2017.
24. The key themes from feedback received can be summarised as follows:
 - Lack of suitable, well located and affordable supported housing across the County for all groups;
 - Self-contained properties with on-site support are favoured (core and cluster);
 - Capital investment, to increase capacity within the market is key;
 - Accommodation design to incorporate 'clean' environment;
 - Difficult national picture affecting local provision;
 - More internal resources are needed to facilitate supported living;
 - More step-down provision is needed.
25. Engagement is also ongoing with individuals, families and carers. To date, the future of supported accommodation has been presented and discussed at the Learning Disability Partnership Board meeting, the Family Carers Sub Group and the Making it Real group. A full report of the service user consultation from the Learning Disability Partnership Board is attached (as Appendix C) to this report. The stories and experiences of three service users and their families have been included in the Strategy.

Accommodation Strategy for Working Age Adults

26. The Strategy highlights the future accommodation needs of younger adults (aged 18-64), who are eligible for social care support as a result of a long term disability such as learning disability, physical disability, mental ill health, acquired brain injury, autism and/or sensory impairment. These individuals may require support to live independently (for instance through the Supported Living services), possibly in specific adapted accommodation. Supported accommodation is defined here as:

'housing which is designed, structurally altered, refurbished or designated for occupation by, and made available to, individuals who require specialised services or support in order to enable them to live, or adjust to living, independently within the community'.

27. The Strategy sets out how the County Council will work alongside people of working age their families, and other key stakeholders to ensure access to a wide range of accommodation options, increasing the often limited opportunities open to individuals at present.

28. The Strategy aims to achieve:

- A shared vision and understanding on future accommodation needs;
- A plan that sets out what accommodation options the Council wishes to see developed in Leicestershire and the standards it would expect such accommodation to meet;
- An evidence base that can support bid and grant applications and inform business plans and individual strategies;
- An agreed approach to enable more people to reside in accommodation that meets their individual housing, care and support needs.

29. There is currently no single strategy or policy document stating the Council's agreed approach to the provision of supported accommodation options for younger adults and its response to potential future accommodation requirements.

30. There are approximately 360 people currently in supported housing in the County. Case analysis suggests that many more individuals would potentially benefit from this opportunity, particularly younger adults who may be living in residential care placements, , being supported by the Children and Family Service, or are currently in a hospital setting looking to move back into the community. Initial data indicates that this could be up to 1,150 individuals over the next five years.

31. There is currently a shortage of appropriate accommodation for people waiting to be discharged from in patient settings. The Leicester, Leicestershire and Rutland Transforming Care Plan is focused on making sure there is the right support for people to be discharged from inpatient hospital care at the right time, and also on helping people who are at risk of being admitted. It will do this by providing good support for carers, including through the redesign of the short breaks offer, the use of personal health budgets, and working with local NHS, care providers, housing

providers to develop services and support to meet current and future need. The Transforming Care programme targets all people – children and adults, with a learning disability and/or autism, including those who are not eligible for social care or continuing healthcare support.

32. The Strategy and action plan aim to facilitate the Authority to work with partners to source suitable housing, communicate the needs of those eligible for social care support to housing partners in order to stimulate the market, reduce the number of younger adults in residential care, and support individuals and families to be aware of and make informed choices around supported accommodation options.

Specific Implications of the Strategy

33. The Council has a number of agreements (called nomination agreements) with housing organisations allowing it to nominate properties to be used by disabled younger adults as and when required. A review of these current nominations and future arrangements is recommended in the Strategy. Without formal agreements it can make it difficult for the Council to secure appropriate accommodation for disabled young adults when necessary.
34. Work is underway to explore the potential long term financial benefits of an initial capital investment to support the development of accommodation for disabled younger adults. This has already been demonstrated in the case of older person's care where an investment in Extra Care has reduced the lifetime support costs of some older people through reducing reliance on more costly care options, for example, residential care.
35. Supporting more people to secure their own tenancies which offer the individual more choice and control over who they live with and how they are supported may affect the local residential care provider market through reducing the number of people who will require long term placements. The recommended reduction of long term residential care for younger adults under this Strategy, may similarly affect the local residential care provider market.

Areas for Further Development

36. Work undertaken to date has highlighted specific areas requiring further development locally, including:
- Sourcing of more suitable and well located supported living accommodation across the County.
 - Making strategic connections with Registered Housing Providers around current provision and future plans.
 - Developing short, medium and long term aims for supported accommodation in Leicestershire.
 - Providing input into national Supported Housing Consultation and assessing its potential impact on local provision from 2019.
37. The supporting action plan will be further developed to ensure key deliverable areas in the Strategy.

Background Papers

- Leicester, Leicestershire and Rutland Transforming Care Plan
<http://ow.ly/IJr2309r9TS>
- Adult Social Care Strategy: Promoting independence, Supporting Communities; Our Vision and Strategy for adult social care 2016 – 2020
<http://ow.ly/MD9M309ra10>
- Funding for Supported Housing Consultation –
<https://www.gov.uk/government/consultations/funding-for-supported-housing>

Appendices

Appendix A – Leicestershire Accommodation Strategy for Working Age Adults 2017 – 2022

Appendix B – Report detailing results of the supported accommodation stakeholder survey, January 2017

Appendix C - Service user consultation from the Learning Disability Partnership Board, January 2017

Appendix D – Equality and Human Right Impact Assessment

Relevant Impact Assessments

Equality and Human Rights Implications

38. Individuals referenced in this report and their families and carers may be directly affected by the Strategy. These may be both positive and negative. Implications for adults aged 65 years and over must also be considered, as this group are excluded from the scope of this Strategy but are addressed in the accommodation strategy for older adults.
39. The Strategy is being co-produced with key partners, i.e. district councils and providers. It must be recognised that the growth of different options for accommodation may have a negative impact on some providers for example residential care. An Equality and Human Rights Impact Assessment has been undertaken and is attached (as Appendix D) to this report. The new strategic approach aims to support people to be as independent as possible and plan ahead for their accommodation needs. It requires that younger adults with disabilities are safeguarded and that community support and engagement are maximised. This strategy meets the Council's responsibilities in relation to equality, diversity, community cohesion and human rights.



CABINET - 10 MARCH 2017

INTEGRATED COMMISSIONING OF A DEMENTIA COMMUNITY AND HOSPITAL IN-REACH SUPPORT SERVICE

REPORT OF THE DIRECTOR OF ADULTS AND COMMUNITIES

PART A

Purpose of the Report

1. The purpose of this report is to seek approval to proceed with joint commissioning and procurement arrangements for a single community and hospital in-reach dementia support service for Leicester and Leicestershire. This will provide a more joined-up service for the area, replacing three separately commissioned services.

Recommendations

2. It is recommended that:
 - (a) Approval is given for the joint commissioning arrangement for dementia support services under a single contract for Leicester and Leicestershire, noting that contract management arrangements are still to be finalised;
 - (b) The Director of Adults and Communities be authorised to take action as necessary to implement the proposed joint procurement and commissioning of a single community and hospital in-reach dementia support service as set out in paragraphs 40 to 45 of this report, which will include appropriate contract management arrangements.

Reasons for Recommendations

3. Joint procurement of a single model of service across Leicester and Leicestershire will offer a more consistent approach to people affected by dementia (both those with a diagnosis and their carers) who need support in the community, and to other stakeholders.
4. The future joint commissioning and procurement of services, through combining health and social care funding, will make the best use of available resources and will support easier transition between hospital and community settings. It will also support the aim of co-ordinating care and integrating services around the person in order to improve outcomes and ensure high quality and sustainable service provision.
5. The new model will support outcome-based commissioning and delivery in line with the principles set out in the Adult Social Care Strategy.

6. The allocation of Better Care Fund (BCF) funding is a matter for decision by the Health and Wellbeing Board.

Timetable for Decisions (including Scrutiny)

7. Subject to approval by the Cabinet, the process of procuring providers to deliver the new service model will begin as soon as practicable with a view to the new contracts being in place by June 2017. This will allow for a minimum three-month transition period, ensuring that the new providers are ready to commence delivery from 1 October 2017. This timetable aims to support the smooth transfer of users to the new model.
8. The use and allocation of BCF has been delegated by the Cabinet to the Health and Wellbeing Board (February 2014) and agreement to the funding arrangements for the proposed service will be sought from the Health and Wellbeing Board on 16 March 2017.

Policy Framework and Previous Decisions

9. The relevant policy framework includes:
- The Care Act 2014;
 - Adult Social Care Strategy ('Promoting Independence, Supporting Communities; Our vision and strategy for Adult Social Care 2016);
 - Better Care Together (BCT) Five Year Strategic Plan (2014);
 - LLR Sustainability Transformation Plan (LLR STP) (2016).
10. The Care Act 2014 requires local authorities and health partners to work in partnership and integrate services where possible, in order to provide seamless support, avoid duplication and achieve best value for money. It states that local authorities must ensure the integration of care and support services with health provision where this will promote and support wellbeing, prevent or delay the development of need for care and support, or improve the quality of care and support.
11. The County Council's Adult Social Care Strategy 2016-2020 outlines the vision and strategic direction of social care support for the next four years. The service model is a "stepped" approach, including the Department's aims to work to reduce or delay the need for formal social care through supporting people to stay well and independent.
12. Support for people affected by dementia¹ is one of the priority areas for development identified in the Joint Strategic Needs Assessment (JSNA) 2015², to support the BCT aims of citizen participation and empowerment, prevention and early intervention, and integrated, proactive care for people with long term conditions.

¹ People Affected By Dementia (also referred to as PABD) means people with a diagnosis of dementia and their informal/family carers.

² <http://www.lsr-online.org/uploads/mental-health-report.pdf>

13. The introduction of this model will also support the dementia aim outlined in the draft (November 2016) LLR STP, to support effective transfer from hospital to community settings.
14. In February 2014, the Cabinet authorised the Health and Wellbeing Board to agree the BCF plan and plans arising from it.

Resources Implications

15. The current Leicestershire Memory Support Service is 100% funded from the County BCF and is contracted for £318,673 per annum.
16. The Hospital Dementia Service is 100% funded from health BCF for a total of £100,200 per annum (each CCG contributes £33,400).
17. The table below indicates the level of annual funding available for the integrated service.

	Funding £000
County BCF*	347
Leicester City Council	102
City BCF*	30
Total Integrated Community and Hospital In-Reach Service Funding	479

*Includes a targeted 10% reduction as part of Leicestershire's Integration and BCF Planning Requirements 2017-19. City BCF contribution to match in proportion to County's allocation.

18. This will result in a total budget for the new proposed service for Leicester and Leicestershire of £479,000 per annum.
19. 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

20. This report is being circulated to all members of the Council via the Members' News in Brief service.

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PART B

Background

21. The proposed new pathway for dementia support is to commission a joint health and social care community and in-reach service for people affected by dementia. This will replace the three separate services which are currently commissioned by Leicester City Council, the County Council, and the three local CCGs.
22. The proposed model has been informed by feedback from current provider surveys and by direct engagement with people affected by dementia (both people with a diagnosis and carers accessing services).
23. A review of service provision for people affected by dementia across health and social care identified the need for an overall integrated community service for the City and County, and to ensure that support continued if this involved a period in one of the University Hospitals of Leicester.

CCGs - Current Service Provision

24. The three local CCGs (East Leicestershire and Rutland, West Leicestershire, and Leicester City) currently commission a Hospital Dementia Support Service to which they all contribute equally, at a total cost of £100,000 per annum (from the BCF). This service is separate from, and in addition to, the community services commissioned by the County Council and, in Leicester, the City Council.
25. In 2015/16, a total of 495 people accessed this hospital service. Of these, 116 were supported with information only (this includes ward staff seeking assistance to support inpatients and/or their carers). Of the 379 who received direct support, 220 were County residents, 117 were City residents and 42 were unknown – the latter are likely to be carers of people who live in Leicester or Leicestershire, but who themselves live outside the area.

Leicestershire - Current Service Provision and Review

26. The current County Council commissioned service is provided by the Alzheimer's Society, which was awarded the contract through a competitive tender process in 2014. The service commenced on 1 October 2014 for an initial period of one year, with an option for the contract to be extended for a further two years, in one-year periods.
27. The service currently provides a range of 'memory cafes' and groups for carers and service users to engage in activities and find peer support, a carers' training programme and one-to-one episodic support in response to particular need.
28. In 2015/16, the service handled 2,673 referrals, and an average of 620 people per month used dementia cafes, carer support groups and activity groups, all located in and around the county. During the year 52 carers attended the CRISP training programme (a Carer Information and Support Programme run by the Society).
29. The current budget for this service is £319,000 per annum (from the BCF).

Demand for Services in Leicestershire

30. In 2013/2014 4,170 people within the registered population were diagnosed with dementia (0.6%), the same as the England average. This represents an increase of 10% in the number of people recorded with dementia; a reflection of the work undertaken within primary medical care to improve diagnosis and recording.
31. The number of adults with early onset dementia (i.e. affecting people under 65 years of age) is predicted to rise from 178 in 2014 to 190 in 2,030, with a peak of 198 by 2025. The number of older people with dementia is predicted to rise from 9,125 in 2015 to 12,927 in 2025.
32. Both locally³ and nationally people with dementia tend, on average, to stay in hospital for twice as long as people over 65 without dementia.

Outcomes of Engagement

33. In preparation for the joint commissioning, a series of visits to dementia cafes, carers' groups and activity groups during February 2017 was undertaken to engage with people affected by dementia and inform the development of the new model. This work identified support for strengthening locality based approaches, working closely with both primary and secondary care services, and the importance of post-diagnostic support.
34. Other issues which emerged during engagement were the:
 - importance of good links between the provider and primary care services'
 - need to ensure appropriate referral pathways are understood and used;
 - need for good, timely, accessible information;
 - value placed upon peer support found in groups and dementia cafes.

The Proposed New Service Model

35. It is proposed that the East Leicestershire and Rutland, West Leicestershire, and Leicester City CCGs and the local authorities (the City and County Councils) will undertake a joint procurement process to commission a single community and hospital in-reach service for the area.
36. The model will offer post-diagnostic support services and guidance for people with memory issues and/or a diagnosis of dementia and support and guidance for their carer(s), to ensure seamless support in the community, during hospital admissions, and transferring back into the community.
37. This service will continue to help to prevent carer breakdown and help enable families to remain together in the community for longer, delaying inappropriate admission to statutory services, residential care, and hospital. If a person does require hospital admission there will be support for them and their carer during their stay, providing a smooth transition back into community support.

³ CCG analysis of UHL data

38. The following key elements will be provided to everyone who is diagnosed with dementia (and their carers) and/or anyone worried about their memory and encompasses current provision offered across the three separate services:
- Advice and information;
 - Training for informal carers;
 - A range of carers and activity groups, and dementia cafes;
 - Episodic one-to-one support in response to specific need.
39. An outcome based procurement exercise will determine the service delivery model with providers' proposed approaches evaluated against the outline service model, service level outcomes and local needs of the population. It is expected that delivery models will include face to face contacts, telephone support and a web-based offer, which is as per existing service provision.

Commissioning Proposals

40. It is intended that there will be a single Invitation to Tender for a single service. Leicester City Council will organise the procurement exercise on behalf of the joint commissioners and will award a contract to the preferred provider.
41. The contract management arrangements are still to be finalised, but will ensure that service delivery to Leicestershire residents is proportionate to the County BCF funding contributions. The contract will also include appropriate mechanisms to review this on an annual basis. All of this work will be undertaken in partnership with the relevant strategic commissioning partners from social care (both Councils) and health (all three CCGs).
42. The service will be funded by reinvesting existing County BCF funding, City Council funding and the City BCF funding (subject to approval of the BCF Plan) into an outcomes-based model which will aim to offer a service that enables people to:
- Receive support when they need it;
 - Make informed choices and decisions;
 - Be supported during a hospital stay and with getting back home;
 - Feel part of a community and have opportunities for social activity;
 - Feel well supported;
 - Be treated with dignity and respect.
43. A contract will be issued for two years with a three-year extension facility. There will be a contractual requirement for providers to attend a quarterly group meeting with the joint commissioners to review progress, build ongoing relationships and develop good practice.
44. The contract will require the provider to submit quarterly monitoring information which will include details of the residency of people using the service, by CCG area, services delivered and outcomes achieved. This monitoring information will be available for review by all commissioning partners, and will also review performance in relation to equalities issues and outcomes achieved.

45. The pooled budget arrangement will support easier access for all referrers, allow a more flexible staffing model, and eliminate duplicated administration costs for the provider, thereby still ensuring sufficient capacity at a lower overall cost.

Background Papers

- Adult Social Care Strategy 2016-2020 – Report to Cabinet, 5 February 2016
<http://politics.leics.gov.uk/ieListDocuments.aspx?CId=135&MId=4599&Ver=4>
- The Prime Minister's Challenge on Dementia 2020
<http://ow.ly/gm3t309kj0l>
- Better Care Together Five Year Strategic Plan (2014) –
<http://ow.ly/o3oA301Nftz>
- Leicester, Leicestershire and Rutland Sustainability and Transformation Plan Draft
<http://www.bettercareleicester.nhs.uk/EasysiteWeb/getresource.axd?AssetID=46236>

Relevant Impact Assessments

Equality and Human Rights Implications

46. Equalities and Human Rights Impact Assessment screening will be completed to inform a joint (across all commissioners) full impact assessment. It is envisaged that the future proposed model, offering a single integrated service, will better support equality across Leicester and Leicestershire. Any emerging issues will be addressed within the service specification, procurement exercise and (if required) through contract management.

Risk Assessment

47. Any changes to the BCF allocations could affect the various contributions to the total budget for this service. A formal Joint Working Agreement will be put in place so that in the event that the funding situation changes, any partner may give six months' notice of withdrawal from the arrangement.

Partnership working and associated issues

48. Engagement with partners including health and independent and voluntary sector organisations in the production and delivery of the new model is critical.

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CABINET - 10 MARCH 2017

**DISCHARGING LEICESTER CITY COUNCIL'S INTERNAL AUDIT
FUNCTION**

REPORT OF THE DIRECTOR OF CORPORATE RESOURCES

PART A

Purpose of the Report

1. The purpose of this report is to inform the Cabinet that following discussion between Leicester City Council (the City Council) and the County Council, it is proposed that the City Council's internal audit function will be delegated to the County Council and its general internal audit staff will transfer to the County Council.
2. The City Council has now confirmed the delegation and the Cabinet is asked to recommend that the County Council, at its meeting on 22 March, accepts the delegation. The County Council will then be responsible for delivering an internal audit service to both Authorities.
3. It is proposed that the details of the delegation, including responsibilities, liabilities, roles and expectations will be secured through an Administrative Collaboration Agreement.

Recommendations

4. It is recommended that the County Council:
 - (a) Accepts the delegation of Leicester City Council's internal audit function in accordance with the provisions of Section 9EA of the Local Government Act 1972, the Local Authorities (Arrangement for the Discharge of Functions) (England) Regulations 2012 and all other enabling powers;
 - (b) Agrees to enter into an Administrative Collaboration Agreement (the Agreement) with Leicester City Council under S9EA of the Local Government Act 1972, such Agreement to be reviewed and renewed as and when necessary for the duration of the delegation in (a) above;
 - (c) Authorises the Director of Corporate Resources to:

- (i) agree the detailed terms of the Agreement at (b) above for an initial period of three years and to thereafter negotiate and agree the terms of future Administrative Collaboration Agreements as are necessary for the duration of the delegation;
- (ii) agree the detailed arrangements for the transfer of the City Council's internal audit staff to the County Council in accordance with the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE).

Reasons for Recommendation

- 5. The combining of the two internal audit functions into a single team employed and managed by one council, will enable the service to be delivered to both authorities in a more sustainable, efficient and effective manner.

Timetable for Decisions (including Scrutiny)

- 6. The City Mayor's Executive Decision to approve the delegation and transfer arrangements was made on 12 January 2017.
- 7. The County Council's Corporate Governance Committee considered the proposed delegation and transfer at its meeting on 17 February 2017 and supported the proposals.
- 8. If approved by the Cabinet, the County Council will consider the proposed arrangements at its meeting on 22 March 2017.

Policy Framework and Previous Decisions

- 9. The County Council's Internal Audit Service is required to make savings in its 2017-18 budget as part of the Medium Term Financial Strategy 2017/18-2020/21 (MTFS).
- 10. In September 2010, the Cabinet approved the establishment of a shared internal audit service between Leicestershire County Council and Leicester City Council and the appointment of a joint Head of Internal Audit. However, for a variety of reasons this was not pursued further at that time.
- 11. Discharging internal audit functions through alternative delivery models is widely practised across local authorities.

Resource Implications

- 12. In conjunction with their counterparts at the City Council, officers from the County Council's legal, financial, HR (Human Resources) and ICT (Information and Communications Technology) services are involved in ensuring the County Council's position is protected and the arrangements are fully and properly determined. The costs of the work on the delegation and the Agreement are being met from existing department budgets.

13. As well as a £10,000 one off contribution to start-up costs, the City Council has agreed to pay the County Council £280,000 for each of the initial three years of the Agreement for an agreed level of service. The City Council's payment includes a contribution to the costs of the Head of Internal Audit Service, which is currently fully met by the County Council. Sharing the costs of the Head of Service will contribute to the County Council's budget savings requirement.
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

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PART B

Background

16. Section 151 of the Local Government Act 1972, states that every local authority should '*make arrangements for the proper administration of their financial affairs, and shall secure that one of their officers (often referred to as the s151 Officer) has responsibility for the administration of those affairs*'. CIPFA defines that '*proper administration*' should include '*compliance with the statutory requirements for accounting and internal audit*'.
17. The Accounts and Audit Regulations 2015 (the Regulations), require that '*A relevant authority must undertake an effective internal audit to evaluate the effectiveness of its risk management, control and governance processes, taking into account public sector internal auditing standards or guidance*'.
18. In the light of the need to find savings and having experienced some difficulty in recruiting, the City Council has been looking to make alternative arrangements for its internal audit function. The County Council is also facing financial challenges and combining its internal audit function with the City Council, including sharing of the Head of Internal Audit Service role, will help contribute to its savings targets.

Proposal

19. The two Authorities have been exploring the potential for combining their internal audit functions into a single team employed and managed by one council, which would then deliver the service to both in a more sustainable, efficient and effective manner.
20. On 12 January 2017, the City Mayor decided that with effect from 1 April 2017, or such other subsequent date as is agreed, to:
- a. Delegate the City Council's internal audit function to the County Council in accordance with the provisions of Section 9EA of the Local Government Act 1972, the Local Authorities (Arrangement for the Discharge of Functions) (England) Regulations 2012 and all other enabling powers. This would be for an initial period of three years;
 - b. Approve the transfer of City general internal audit staff to the County Council on the terms set out in the Agreement from the Commencement Date, and in accordance with the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE);
 - c. Approve the City Council entering into an Administrative Collaboration Agreement (the Agreement) with the County Council under S9EA of the Local Government Act 1972; and
 - d. Note that the two councils' s151 Officers (or their representatives) will oversee the implementation and ongoing monitoring of the Agreement.

21. The Director of Finance will oversee the implementation and ongoing monitoring of the arrangements from the County Council's perspective. The details of the delegation, including responsibilities, liabilities, roles and expectations will be secured through the Agreement which will record that the City Council retains all pre-existing pension and other employment liabilities up to the date of the transfer of staff.
22. The County Council's Head of Assurance Services will act in the capacity of Head of Internal Audit Service (HoIAS) for both councils.
23. Each council will retain its own internal audit charter, annual plan and annual report including the HoIAS opinion on each organisation's control environment. Oversight of the internal audit function will not change with the HoIAS reporting initially to the Director of Finance (liaising with the Head of Finance for the City Council), and the respective audit committees; this being for the County Council, the Corporate Governance Committee.
24. The City Council is organising the relevant consultations with its staff that will be subject to TUPE (Transfer of Undertakings (Protection of Employment) regulations).
25. Whilst there will need to be a period of stabilisation at the start of the arrangement, the intention is to quickly build an integrated audit team where staff would be directed to undertake audits at both councils and other clients for whom the County Council provides an internal audit service.

Conclusion

26. Whilst there are risks applicable to a change project comprising a merger of two functions, there are substantial benefits to be gained such as savings, efficiencies, optimisation of resources, resilience, synergies, capacity to increase trading and opportunities for staff development.

Background Papers

Report to Corporate Governance Committee 17 February 2017 – Discharging the City Council's Internal Audit Function

<http://politics.leics.gov.uk/ieListDocuments.aspx?CId=434&MId=4822&Ver=4>

Report to Leicester City Council's Audit and Risk Committee 8 February 2017 – Delegation of the City council's Internal Audit Function and Provision to the Leicestershire County Council

<http://www.cabinet.leicester.gov.uk:8071/ieListDocuments.aspx?CId=417&MId=7558&Ver=4>

Equality and Human Rights Implications

27. There are no discernible equality and human rights implications arising from the recommendations in this report.

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CABINET – 10 MARCH 2017

REPORT OF THE CHIEF EXECUTIVE

DATES OF COUNCIL MEETINGS 2017/18 AND 2019/20

Purpose of the Report

1. The purpose of this report is to ask the Cabinet to recommend the County Council at its annual meeting on 17 May 2017 to agree dates for Council meetings for the next two years.

Recommendation

2. That the County Council be recommended to hold meetings on the following dates during the next two municipal years:-

Wednesday 28 June 2017

Wednesday 27 September 2017

Wednesday 6 December 2017

Wednesday 21 February 2018 (Budget Meeting)

Wednesday 21 March 2018

Wednesday 16 May 2018 (Annual Meeting)

Wednesday 27 June 2018

Wednesday 26 September 2018

Wednesday 5 December 2018

Wednesday 20 February 2019 (Budget Meeting)

Wednesday 20 March 2019

Wednesday 15 May 2019 (Annual Meeting)

Reason for Recommendation

3. To comply with the Local Government Act 1972 and the County Council's Standing Orders.

Timetable for Decisions (including Scrutiny)

4. Subject to agreement by the Cabinet, the County Council will be asked to agree the dates on 17 May 2017.

Background

5. Standing Order 1(2) requires that in addition to the Annual Meeting of the Council and any meetings convened by the Chairman or members of the Council, meetings of the Council for the transaction of general business shall be held on such days as may be determined by the Council at its Annual Meeting on the recommendation of the Cabinet. A date so determined may be varied by the Cabinet. Standing Order 1(4) also makes it necessary for the Council to fix a date in February for the Council's budget meeting. Additional dates for the 2018/19 municipal year have been included in order to provide members with advance notice of future meetings.

Equality and Human Rights Implications

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

Background Papers

7. None.

Circulation under the Local Issues Alert Procedure

8. None.

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