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Rutland County Council

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Meeting: CABINET

Date and Time: Tuesday, 18 April 2017 at 9.30 am

Venue: COUNCIL CHAMBER, CATMOSE

Corporate support Officer to contact: Sue Bingham 01572 72099158165
email: corporatesupport@rutland.gov.uk

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A G E N D A

APOLOGIES FOR ABSENCE

- 1) **ANNOUNCEMENTS FROM THE CHAIRMAN AND/OR HEAD OF THE PAID SERVICE**
- 2) **DECLARATIONS OF INTEREST**

In accordance with the Regulations, Members are required to declare any personal or prejudicial interests they may have and the nature of those interests in respect of items on this Agenda and/or indicate if Section 106 of the Local Government Finance Act 1992 applies to them.

- 3) **RECORD OF DECISIONS**

To confirm the Record of Decisions made at the meeting of the Cabinet held on 21 March 2017.

- 4) **ITEMS RAISED BY SCRUTINY**

To receive items raised by members of scrutiny which have been submitted to the Leader (copied to Chief Executive and Corporate Support Team) by 4.30 pm on Friday 14 April 2017.

REPORT OF THE CHIEF EXECUTIVE

5) RUTLAND ONE PUBLIC ESTATE (KEY DECISION)

Report No. 77/2017
(Pages 5 - 48)

REPORTS OF THE DIRECTOR FOR PLACES (DEVELOPMENT AND ECONOMY)

6) UPDATE TO OAKHAM LIBRARY/CHILDREN'S CENTRE EXTENSION (KEY DECISION)

Report No. 72/2017
(Pages 49 - 56)

7) PRIVATE SECTOR HOUSING RENEWAL POLICY (KEY DECISION)

Report No. 67/2017
(Pages 57 - 86)

REPORTS OF THE DIRECTOR FOR PLACES (ENVIRONMENT, PLANNING AND TRANSPORT)

8) HIGHWAYS CAPITAL PROGRAMME (KEY DECISION)

Report No. 06/2017
(Pages 87 - 98)

9) INTEGRATED TRANSPORT CAPITAL PROGRAMME (KEY DECISION)

Report No. 55/2017
(Pages 99 - 116)

10) PARKING REVIEW 2016-2017 (KEY DECISION)

Report No. 18/2017
(Pages 117 - 120)

REPORT OF THE DIRECTOR FOR PEOPLE

11) LEICESTERSHIRE & RUTLAND SAFEGUARDING ADULTS BOARD (LSAB) AND LOCAL SAFEGUARDING CHILDREN BOARD (LRLSCB) BUSINESS PLANS 2017/18

Report No. 88/2017
(Pages 121 - 152)

12) INCLUSION SEND TRANSFORMATION PLAN UPDATE

Report No. 80/2017
(Pages 153 - 178)

13) ANY ITEMS OF URGENT BUSINESS

To receive items of urgent business which have previously been notified to the person presiding.

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MEMBERS OF THE CABINET: Mr T Mathias Chairman

Mr R Clifton
Mr R Foster
Mr O Hemsley
Mr A Walters
Mr D Wilby

SCRUTINY COMMISSION:

Note: Scrutiny Members may attend Cabinet meetings but may only speak at the prior invitation of the person presiding at the meeting.

**ALL CHIEF OFFICERS
PUBLIC NOTICEBOARD AT CATMOSE
CORPORATE SUPPORT TEAM**

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CABINET

18 April 2017

RUTLAND ONE PUBLIC ESTATE

Report of the Chief Executive

Strategic Aim:	All	
Key Decision: Yes	Forward Plan Reference: FP/170317/05	
Exempt Information	No	
Cabinet Member(s) Responsible:	Mr T Mathias, Leader, Portfolio Holder for Finance and Places (Highways, Transport and Market Towns)	
Contact Officer(s):	Helen Briggs, Chief Executive	01572 758201 hbriggs@rutland.gov.uk
Ward Councillors	Relevant to All Ward Members	

DECISION RECOMMENDATIONS

That Cabinet:

1. Formally records its support for the ROPE project and the opportunities that it presents.
2. Authorises the submission of a further bid of up to £500,000, should the opportunity arise, the final details and amount to be approved by the Chief Executive and Leader.
3. Delegates the acceptance of the terms and conditions of any funding awarded from the One Public Estate Team in respect of this project, to the Chief Executive in consultation with the Leader.
4. Approves the allocation of £50,000 from the Invest to Save Reserve and £50,000 from Section 106 monies for the ROPE project

1 PURPOSE OF THE REPORT

- 1.1 To update Cabinet in relation to a new project - Rutland – One Public Estate (ROPE).
- 1.2 To outline the initial funding arrangements for the project and to seek the necessary approvals in line with the Council's Constitution.

2 BACKGROUND AND MAIN CONSIDERATIONS

- 2.1 The Council is keen to continually explore the most effective ways going forward to manage our property estate, explore options for service integration and ensure

that we are able to work effectively with our Public Sector Partners to achieve the best outcomes for Rutland and the Rutland community.

- 2.2 In April a further round of funding and other support is anticipated to be launched by the Cabinet Office jointly with the Local Government Association through the One Public Estate Team. This funding has been used effectively by over 150 Councils across the Country to explore options and the feasibility for a rationalisation of the public estate. The Leader, Deputy Leader and Chief Executive have met with representatives from the Cabinet Office and are keen to pursue support. **Appendix A** to this report provides background to the One Public Estate Initiative and examples from across the Country of where this has been used to good effect.
- 2.3 It is proposed that RCC submit a bid for funding to support a piece of work that will allow us to explore the options in Rutland for Public Sector partners to review their assets and test the feasibility of the creation of alternative arrangements that will :
- Promote a better use of the Public Estate in Rutland;
 - Enable delivery of better services, more efficiently and effectively supported by integration and co-location;
 - Allow us to future proof future service delivery; and
 - Support sustainable growth within our community
- 2.4 The One Public Estate funding will potentially provide funding of £50,000 to support feasibility work.
- 2.5 Initially the project will focus on two projects:
- a) the potential future for St George's Barracks (due for closure in 2020/21) and this will build on the on-going dialog we have been having with the MOD since the closure was announced in December 2016
 - b) the concept of an Oakham Hub – which builds on the concept of the Health and Social Care Hub which has been the subject of discussions around the Better Care Project and the emerging Sustainability and Transformation Plan
- 2.6 The feasibility study will be used to explore opportunities and to test with our partners what might be the best options going forward.
- 2.7 Following the feasibility study there is likely to be an option to apply for further funding up to £500,000 to support the delivery of a project.
- 2.8 In order to support the initial stages of the project a Programme Board has been established. This is Chaired by the Leader. Cabinet are also represented by the Deputy Leader and Portfolio Holder for Health and Social Care. The Board also has representatives from the Cabinet Office OPE Team, our Local Enterprise Partnership, the Local Government Association and the MOD. The Chief Executive is the Project Sponsor.
- 2.9 Regular progress reports on the projects will be prepared and circulated to Council members.

3 CONSULTATION

- 3.1 Consultation has been undertaken with Cabinet and Strategic Management Team. In addition our Public Sector agencies have been contacted and agreed in principle to participate in the project.
- 3.2 The first meeting with stakeholder organisations is planned for 7th April 2017 and an update from that meeting will be provided at Cabinet on 18th April 2017.
- 3.3 In addition to meetings with stakeholder organisations a series of meetings with affected Town (Oakham Town Council and Uppingham Town Council) and Parish Councils (Edith Weston and North Luffenham) have also been arranged so they are aware of the project.
- 3.4 The Leader has arranged an informal briefing for all Council Members which will take place on 10th April 2017 and again an update from this briefing will be provided at the Cabinet on 18th April 2017.

4 ALTERNATIVE OPTIONS

- 4.1 At this stage the alternative is to simply take no action. This is not recommended as it is considered important that we explore the options and take advantage of the financial and other support available to support this piece of work.

5 FINANCIAL IMPLICATIONS

- 5.1 A bid for feasibility funding of £50,000 is being written and will be submitted following approval by the Chief Executive, Assistant Director (Finance) and the Leader.
- 5.2 In addition, £100,000 of Council resources is being sought (£50,000 from the Invest to Save Reserve and £50,000 from Section 106 monies), to ensure that the project can be sufficiently and appropriately resourced to progress over the coming months.

6 LEGAL AND GOVERNANCE CONSIDERATIONS

- 6.1 Section 6 of the Council's Financial Procedure Rules (FRPs), sets out the requirements in respect of Grants and Other External Funding.
- 6.2 Bids for funding of up to £50,000 require approval of the relevant Chief Officer, the Assistant Director (Finance) and Portfolio Holder. Bids above this level require the approval of Cabinet.
- 6.3 The acceptance of terms and conditions in respect of grant funding requires Cabinet approval.

7 EQUALITY IMPACT ASSESSMENT

- 7.1 No action is required at this stage

8 COMMUNITY SAFETY IMPLICATIONS

- 8.1 None identified at this stage.

9 HEALTH AND WELLBEING IMPLICATIONS

9.1 The project provides an opportunity to explore the options for the provision of a Health and Social Care Hub for Rutland.

10 CONCLUSION AND SUMMARY OF REASONS FOR THE RECOMMENDATIONS

10.1 The project will allow us to explore options and to test the feasibility of proposals for a more effective and efficient use of the Public Estate in Rutland. The recommendations made within this report will enable the project to progress and to bid for external funding.

11 BACKGROUND PAPERS

11.1 There are no additional papers to the report

12 APPENDICES

12.1 **Appendix A** – One Public Estate – unlocking the value in public sector assets

A Large Print or Braille Version of this Report is available upon request – Contact 01572 722577.

ONE PUBLIC ESTATE: UNLOCKING THE VALUE IN PUBLIC SECTOR ASSETS

FEBRUARY 2017



Cabinet Office



Government Property Unit

Government Property Unit (GPU) was set up in 2010 to improve efficiency and release value within the Government's property estate.

We aim to deliver a modern, sustainable and fit-for-purpose estate, boosting productivity, driving up efficiency and releasing surplus assets to create economic growth. Through coordinating how central government uses property, as well as working closely with organisations across the public sector, we aim to achieve maximum value for the taxpayer.

www.gov.uk/government/groups/government-property-unit-gpu

Local Government Association

The Local Government Association (LGA) is the national voice of local government. We work with councils to support, promote and improve local government.

We are a politically-led, cross-party organisation which works on behalf of councils to ensure local government has a strong, credible voice with national government. We aim to influence and set the political agenda on the issues that matter to councils so they are able to deliver local solutions to national problems.

www.local.gov.uk

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Foreword



Too often, the public is made to feel as though they are the servants of the government, rather than the other way around. It is my simple ambition to reverse that relationship. I want to see a revolution in the way we deliver our public services – so that people across the country feel that government is at their service, at every single stage in the journey and at every single moment of every interaction.

If governing is to serve the people, it is the consistent delivery of effective and efficient public services for local communities that underpins everything we do as a government. Whether it is filling in a tax return online, visiting a government building or applying for a driving licence, the citizen's journey must be as efficient and smooth as possible – all while maximising value for money for the taxpayer and delivering our commitment to be the most transparent government in the world.

That is why in 2013 the Cabinet Office and the Local Government Authority piloted the One Public Estate programme, aiming to bring central and local government together in order to provide local citizens with a single, integrated point for accessing the vital services they need every day. By pooling together resources and expertise we are helping to create local jobs, release land for housing and invest in the local community – while delivering considerable savings for the hardworking taxpayer.

One Public Estate began with just twelve areas, but today we are working with more than 250 councils on projects transforming local communities and public services right across the country. By 2019-20 the programme is now set to generate 44,000 jobs, releasing land for 25,000 homes, raising £415 million in capital receipts from sales, and cutting running costs by £98 million.

One Public Estate goes well beyond a balance sheet of property and land. It encourages a creative approach to serving the public by using co-location to bring services under one roof, such as integrating local council and job centre services together. It helps release much-needed land for new homes,

and invigorates the economy by providing new jobs and inward investment – such as the flagship Knowledge Quarter in Liverpool.

But there is always more we can do, which is why I am delighted to welcome over 140 new councils joining One Public Estate in the last 4 months – meaning the programme now covers over 70% of all councils in England. Together with other public sector partners, they will continue the success of our early pilot schemes by mapping land and buildings, identifying opportunities to make better use of their collective estate and working in partnership to jointly deliver jobs and houses. By the end of 2018, we aim for 95% of all councils in England to be covered by the One Public Estate programme.

This programme's success is heavily reliant on building a strong and lasting partnership between the wider public sector and the centre. I would like to thank Lord Porter and his Local Government Association team for being such enthusiastic partners and the wider One Public Estate family for the excellent work we are pleased to demonstrate in this brochure.

The year ahead is set to be an exciting one: we will continue to invite new partnerships to join the programme, and we plan to make closer links with other Government programmes including housing, health, and defence. By doing so we will improve the way we deliver public services for the taxpayer – while helping to build a country that works for everyone.



The Rt Hon Ben Gummer MP
Minister for the Cabinet Office and Paymaster General





The One Public Estate programme has gone from strength to strength in the past three years. Starting off as an innovative pilot with just 12 councils involved it has now expanded to become a truly national programme with over 70 per cent of councils involved.

Local government has a proud tradition of using land and property to deliver service priorities that are important to our communities. We've done this by building new homes to support our growing populations and supporting the delivery of a more customer focused, joined up health and social care service across the country – many of these examples can be found within these pages.

We have proven through OPE that local government has the democratic legitimacy, the dedicated interest, and the breadth of responsibilities to be leaders of place – when it comes to improving our local communities and the delivering public services we all rely on.

There is no doubt that councils are crucial to unlocking assets and meeting housing targets, either through new homes development, or through our planning powers and partnership strengths. We continue to deliver residential planning consents in excess of the private sector's ability to build out, and we have facilitated land assembly and regeneration schemes in the face of challenging economic conditions.

Councils are committed to getting Britain building again, so much so that we have pledged to match the Government's drive for 160,000 new homes by the end of the Parliament. We will continue to strive to collaborate with government and wider public sector bodies to deliver much needed housing and services for our local communities.

I would encourage councils combined authorities and other ambitious partnerships who have been considering getting involved in the programme to do so. The evidence speaks for itself.



Lord Porter of Spalding CBE
Chairman of the Local Government Association



Interpreting the new landscape in the context of One Public Estate

Through the OPE programme, we have seen organisations across the public sector deliver some truly innovative outcomes from a more collaborative use of their land and property. One Public Estate continues to support the Government's departmental agendas and devolution plans.

The Housing and Planning Bill became an Act in 2016. Part 8 of the Act will come into force in 2017 and will improve the effectiveness and transparency of public sector asset management and disposal by introducing:

- **A Duty to Engage** – a requirement that Government Ministers engage with councils and other public authorities when developing proposals to dispose of surplus land.
- **Reports on surplus land** – a requirement that Ministers and other public authorities publish a report setting out land and buildings which they have retained as surplus for at least two years (six months for residential property), and their reasons for retention.
- **Power to direct disposal** – allowing an existing power for the Secretary of State to direct specified bodies to dispose of land to be used in a wider range of circumstances.
- **Reports on efficiency and sustainability** – a requirement for councils to report on improving the efficiency and sustainability of buildings which form part of their estate. These requirements are similar to those which central government already reports on, and which are also extended to report on the military estate.

We are publishing guidance on the disposal of surplus government land. It clarifies that the first call on surplus land held by any government department will be for schools and housing; then other public bodies, including councils. It also paves the way for further work on a **priority purchaser status** for local government later in the year.

Housing

Unlocking land to boost supply

New housing delivery remains a key priority for both central and local government, with each sector committing to achieving land release for 160,000 new homes (320,000 in total) across this Parliament. The Public Land for Housing Programme¹ involves the Department of Communities and Local Government (DCLG) working in partnership with Cabinet Office and across government. It requires each department to produce a delivery plan setting out how it will meet commitments set out in the Spending Review 2015. It also supports the Government agenda to build 1 million new homes by 2020.

Last year the Government announced £2 billion to deliver Accelerated Construction, increasing the pace of build out by partnering with SME house-builders and using off-site methods. DCLG have published an expression of interest inviting local government proposals and requests for support. Many OPE projects are unlocking central and local government land for new homes across the country. The programme is also linking up with other government programmes to ensure OPE investment is aligned with wider government funding, including the Local Authority Land Release Fund.

Health

Strategic estate planning and engaging with NHS Trusts/Foundation Trusts

The NHS is in the process of transforming its services, and the disposal of surplus land is high on its agenda. Much activity is expected in the coming months including the publication of the Naylor Review.

¹ https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/578735/Public_land_for_housing_-_programme_handbook.pdf

Sustainability and Transformation Plans (STPs) are a key element of the NHS Shared Planning Guidance² and the local implementation of the Five Year Forward View.³ STPs will be place based, multi-year plans built around the sustainable transformation of health and care outcomes in 2016 – 2021. NHS providers, clinical commissioning groups, councils, and other health and care services have come together to form 44 STP ‘footprints’.⁴ Many STP areas are working well with councils and are involved in OPE partnerships. The OPE team is supporting STP partnerships including councils to develop robust proposals and deliver joint projects. This is helping to integrate health and social care, unlock land for housing, and raise capital funding which can be reinvested in frontline services.

Defence

‘A Better Defence Estate’ Strategy

The Ministry of Defence (MoD) has conducted detailed planning work to develop ‘A Better Defence Estate’ (2016).

To achieve a strategic asset footprint of the right size, quality and location to support defence requirements the MoD has identified that almost 130,000 hectares of surplus land, on 91 MoD sites, will be disposed of. These sites follow on from two tranches of MoD sites announced in January and March 2016.⁵

There is an opportunity for OPE partners to work closely with the MoD to ensure that redevelopment of these sites is done to best meet local needs. OPE is supporting partners to deliver on the opportunities stemming from the MoD disposals of its surplus land.

right: Knowledge Quarter, Liverpool

2 <https://www.england.nhs.uk/wp-content/uploads/2016/09/NHS-operational-planning-guidance-201617-201819.pdf>

3 <http://www.communityhealthpartnerships.co.uk/strategic-estate-planning>

4 <https://www.england.nhs.uk/wp-content/uploads/2016/02/stp-footprints-march-2016.pdf>

5 <https://www.gov.uk/government/news/defence-minister-mark-lancaster-announces-release-of-mod-sites-for-development>



Employment

Co-locations and preparing for the end of the PRIME contract

In 1998, the Department for Work and Pensions (DWP) transferred ownership and management of its estate to Telereal Trillium under a 20 year contract known as PRIME. With the end of this arrangement due in 2018, and in the context of benefits reform, DWP has been looking at opportunities to improve delivery of its services.

In January 2017, DWP announced plans⁶ to transform into a smaller, more efficient department, reducing its costs by around £180 million a year for the next 10 years. This will ensure people will always be able to access the support they need, but takes into account the increased use of online services, the impact of Universal Credit and the anticipated demand on its services.

The department will retain the majority of DWP offices (both back office functions and Jobcentre Plus offices) but will divest some out-dated and surplus offices, creating more efficient processing sites, merging smaller sites with larger ones, and reorganising its corporate centre to maximise the use of six regional corporate hubs.

DWP will also co-locate around 50 Jobcentre Plus offices with councils or other community services to provide joined-up services for the local community in one accessible location. These arrangements will bring benefits for the department, claimants and the taxpayer.

Education

Free schools

Free schools were given approval in the Academies Act 2010 and establishing 500 Free Schools by 2020 is a manifesto commitment.⁷ Free schools are funded by the Government but operate independently of local councils and have more control over how they operate.

Identifying new free school sites is a central part of successful delivery, and the Education Funding Agency (EFA) is the body responsible for acquiring sites for free schools.

OPE partnerships can use the programme to facilitate discussion with the EFA on suitable sites for free schools, particularly where this can best complement new housing developments and town centre regeneration.

Transport

Network Rail set up Network Rail Property

In April 2016, Network Rail gave its specialist transport property business, Network Rail Property, greater independence by establishing it as a property company with its own board to approve investments in the estate and make decisions about the disposal of property.⁸

The new structure and governance arrangement will enable Network Rail to increase its property activities to help generate £1.8 billion to fund the Railway Upgrade Plan by disposing of assets. It will also provide greater focus on plans to deliver land for housing.

In an effort to deliver the bulk of the Department of Transport's commitment to release land for up to 38,000 new homes, nearly 200 sites across the country have been identified by Network Rail as suitable housing development opportunities for around 12,000 new homes. It is anticipated that land for around 5,000 of these homes will be delivered in London, 3,600 in Manchester and the north, 1,700 in the Midlands and East of England, and around 1,400 homes in the south of England.⁹ Network Rail continues to assess these sites with the aim of increasing their potential for housing development.

OPE is supporting a number of partnerships to work with Network Rail and transport bodies – on station and town centre regeneration, unlocking land for housing, and new development schemes.

6 <https://www.gov.uk/government/news/new-streamlined-jobcentre-plus-network-with-more-support-for-jobseekers>

7 <https://www.gov.uk/government/news/more-choice-as-over-80000-new-free-schools-places-created>

8 www.networkrailmediacentre.co.uk/news/network-rail-sets-up-new-property-company-to-maximise-value-from-its-estate

9 <https://www.networkrail.co.uk/news/2016/sept/Network-Rail-to-unlock-land-for-12000-new-homes-by-2020/>



Government Hubs

The Government Hubs programme was set up to transform the Government Estate to drive efficiencies for the taxpayer, boost the UK economy by freeing up much needed land and property, and providing a modern working environment for civil and public servants. The Government Hubs programme aims to consolidate government's c.800 offices into c.200 by 2023.

Relocating civil and public servants from existing, often fragmented office locations to modern, cross-departmental workplaces will make the most of emerging working practices and technology to ensure cost savings.

HMRC; Transitioning to regional centres

In November 2015 HM Revenue and Customs announced¹⁰ the steps to its modernisation programme to create a tax authority fit for the future, creating 13 new regional centres over the next five years.

HMRC's 58,000 full-time equivalent employees are currently spread across 170 offices around the country, which range in size from around 6,000 people to fewer than ten. As part of the Government Hubs programme, HMRC will bring its employees together in 13 large, modern regional centres, equipped with the digital infrastructure and training facilities needed to build a more highly-skilled workforce.

For areas where properties are to be released there are opportunities for councils to use OPE to promote those sites for future uses that best meet local needs.

East London Office Hub

In December 2016, it was announced that government is set to move around 5,700 full time civil and public servants from offices in Whitehall to Canary Wharf in east London.¹¹ The move, which will be completed in 2018, supports the modernisation of the Civil Service outlined by the new Workplace Plan in July 2016.

Such re-location and co-locations can be facilitated through OPE partnerships, alongside the roll-out of 'touch-down' spaces which help boost the mobilisation of cross departmental location.

¹⁰ <https://www.gov.uk/government/news/hmrc-announces-next-step-in-its-ten-year-modernisation-programme-to-become-a-tax-authority-fit-for-the-future>

¹¹ <https://www.gov.uk/government/news/east-london-office-hub-announced-as-part-of-plans-for-a-more-modern-civil-service>

Justice

Courts reform and prisons strategy

The 2015 Spending Review announced major investment in the HM Courts and Tribunal Service reform programme, including £700 million investment to fully digitise the courts and create a more modern estate.¹² It is expected that this will generate savings to the taxpayer of approximately £200 million a year from 2019/20. In autumn 2015 HM Courts and Tribunals Service consulted on proposals to rationalise the estate and close some court buildings.¹³ In the 12 months since the announcement 10 court sites have been transferred to the Homes and Communities Agency (HCA).

The Government has also announced plans to reform and modernise the prison estate, investing £1.3 billion over five years, to bear down on costs and ensure prison effectively supports rehabilitation. The Spending Review 2015 announced that the Government will build nine new prisons, with five opening in this Parliament while selling old, inadequate prisons located on prime real estate.

Together, the investment in the court and prison programmes is set to enable the Ministry of Justice (MoJ) to release land for more than 5,000 homes.

Many court buildings planned for release are centrally located, and some are key to unlocking wider regeneration schemes. OPE has facilitated collaboration between MoJ and councils to help shape plans which best meet local requirements. OPE has also supported MoJ to explore potential locations for new prisons with councils.

¹² <https://www.gov.uk/government/news/ministry-of-justices-settlement-at-the-spending-review-2015>

¹³ <http://hmcts-courtdisposals.live.jill.com/>

One Public Estate

The story so far...

The success of the early phases of the One Public Estate programme have now set the foundations for a truly collaborative approach to public sector asset management. We are delighted to see that the partnerships in the pilot programme have achieved a number of early wins, delivering ambitious property-led projects, boosting local growth, improving local services and driving efficiencies across the public sector.

We have seen a culture change in the approach to public sector asset management, looking at property not only as a necessary cost, but something that can unlock wider benefits for local communities. We are also starting to see the evidence of much stronger partnership working between central and local government and the wider public sector.

One Public Estate has grown significantly since 2013 into a national scheme with over 250 local councils on board and more opportunities for a new cohort of councils to join the programme in spring 2017.

Each partnership will continue to deliver the core One Public Estate objectives:

- create economic growth (homes and jobs)
- encourage more integrated and customer-focused services
- generate capital receipts
- reduce running costs.

In 2016 we continued to build capacity and expertise to deliver the programme successfully. We increased capacity of our central team to support the local delivery of projects. We have funded project management resources to run partnerships and oversee project delivery and development.

Benefits

One Public Estate partnerships have developed a wide range of land and property projects that are achieving major service transformation, large scale economic growth, and substantial efficiency savings. A number of project themes are also highlighted in the case studies within the brochure.

The partnership proposals supported by October 2016 are set to deliver capital receipts of £415 million; reduced running costs of £98 million; the creation of 44,000 new jobs and 25,000 new homes. It now cannot be in any doubt the contribution that this innovative programme is making to the transformation of local communities.

Lessons learned

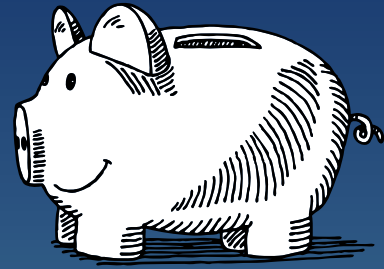
The most successful partnerships we have seen have had a portfolio of projects that include quick wins as well as longer term, and more ambitious, projects:

- senior level leadership amongst all parties is the key to successful partnerships
- all ambitious schemes come up against hurdles; at times only central government has the ability to overcome them
- having a range of public sector partners involved is key to gaining maximum benefit for the partnership
- the strongest partnerships are those who have been able to clearly demonstrate the added value of One Public Estate ethos and funding.

Over the next 5 years, Partnerships that joined OPE by October 2016 expect to deliver at least:

£98 million

reduction in public sector running costs



£415 million

generated in capital receipts



44,300

new jobs



25,000

new homes



One Public Estate

Our offer

From **12 councils** in 2013 to **over 250 councils** on the programme.

Nearly **three quarters of all councils** in England are involved in the programme.

Partnership challenges

- Tight funding
- Agreeing and implementing devolution deals
- Navigating multiple government strategies and processes
 - Making partnerships work but avoiding 'forced marriages'
- Property traditionally a low priority
- Access to government departments



The essentials

- Asset mapping
- Generating ideas; a shared vision shaping for public sector assets
- Bringing public sector partners together
- Establishing an appropriate partnership with senior buy-in
- Seed funding and ongoing professional support
- Establishing a vision and programme of work for your partnership

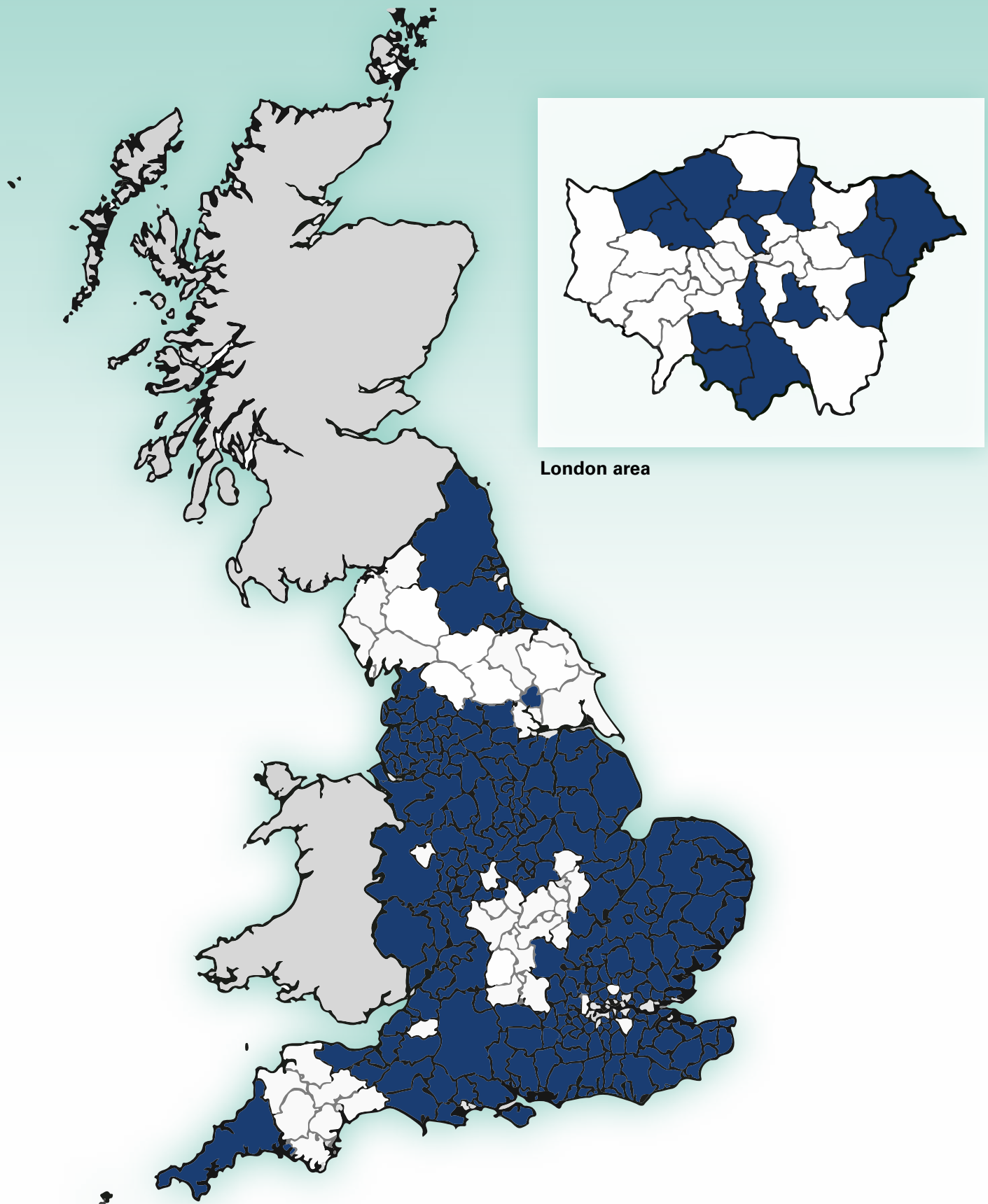
Partnership support

- Funding
- Regional support from LGA and GPU
- Access across central government
 - Sharing OPE best practice and case studies
 - Opportunities workshops to develop your programme of work
 - Support to change policy to assist local delivery
 - Technical support on benchmarking and data

Future developments

- An independent evaluation of the programme
- Benchmarking support for example across common types of co-location
 - Closer working with major government asset-owning departments
- Comprehensive benefit tracking
 - Pool of experts
- Partnering with the private sector/ different sources of investment

OPE coverage map of all councils on the programme in phases 1-5



Case studies

The OPE programme aims to assist public sector landlords to work in partnership and use their assets collectively in order to deliver joined up, efficient and appropriate public services, contribute to the reduction of public spending and to promote economic growth from redesigned and surplus assets.

The case studies contained within this document demonstrate how the OPE methodology is assisting participating councils, central government and the wider public sector in working together to succeed with the better use of public land and property and deliver improved public services. These case studies both look back at what partnerships on the OPE programme have achieved, and look at what they are aiming to achieve.



ECONOMIC GROWTH



SERVICE DELIVERY



CAPITAL RECEIPTS



REDUCED RUNNING COSTS

Case study 1 Public sector (blue light) co-location

North East Partnership (Northumberland)

The challenge

It is essential that blue light and other public sector services have a fit for purpose estates portfolio that effectively supports staff needs, facilitates efficient and effective community safety and emergency response services. The estate must also encourage interoperability and deliver value for money and wherever possible, added value for the taxpayer.

Much of the partners' estate is reaching, or has already reached, the end of its economic life and requires major investment or replacement. Recent condition surveys identified that some of the properties are no longer fit for purpose due to their age, health and safety issues, inadequate training facilities and their unsuitability for community engagement activities. High quality accommodation and working environments are also recognised as positive facilitators for recruiting and retaining high performing, quality personnel, particularly from under-represented community groups.

The vision

To undertake an ambitious estate renewal and improvement programme that aims to deliver an estate that is fit for purpose and provides a foundation for delivering lean, modernised, integrated public services.

This estate improvement and transformation led programme is acting as a catalyst to identify more efficient and effective ways of working. This will ensure that the partners that ensure the partners can provide quality services which meet the expectations of their communities whilst delivering financial efficiencies.

Actions

OPE funding and support has been essential to kick-start activity in several areas throughout Northumberland, including the new shared facility on the existing site occupied by Berwick Community Fire Station:

- a feasibility study to inform the suitability of the proposed site (the existing Berwick Community Fire Station site) to accommodate the partners in a modern fit for purpose facility and to identify available funding streams which will ultimately allow business case sign-off
- funding for a dedicated project manager has been allocated from Northumberland Fire and Rescue
- a pipeline of blue light projects across the North East Combined Authority (NECA) is in development including further co-location projects in South Tyneside and Northumberland
- the North East Partnership is continuing to work to tie the OPE workstreams into ongoing NECA programmes and regional economic growth themes, which are overseen by NECA and the North East Local Enterprise Partnership.



Berwick Fire Station as existing

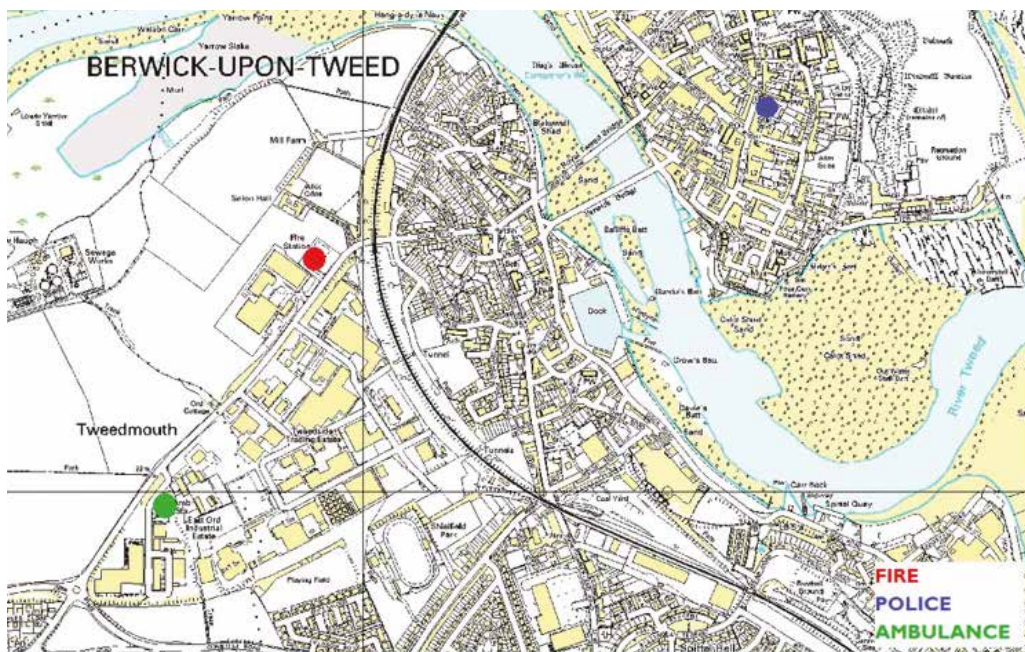


Outcomes

- The OPE programme has provided funding that was otherwise unavailable to complete feasibility work for the Berwick co-location project, which it is hoped will benefit both localities by providing service efficiencies and improvements.
- The participation and collaboration that has been encouraged between partners has formed a strong partnership with a joint focus that has led to several tangible opportunities being discovered and developed which should directly benefit the organisations involved.
- The co-location of three blue light services alongside HM courts and county council departments (including Public Protection and Trading Standards) will release land and property for regeneration and economic growth with buildings located both in town centre and industrial areas.
- Capital receipts from selling existing sites, are estimated to be £465,000 from both commercial and town centre locations. This will be realised from potential disposal of the existing North East Partnership and NEAS sites.
- Potential future cost-avoidance of £1.2 million on maintenance backlog and projected five year spend. This is an equivalent cost pressure of £236,000 per annum.
- The OPE funding is also enabling, as part of the feasibility work, a review of available capital funding and affordability of the project to inform the business case.
- Current operational running costs combined calculated to be £182,000 per annum, £910,000 over five years. Savings will also be realised by replacing aged and deteriorating buildings with modern, more efficient combined spaces.
- Running cost savings estimated at £79,000 per annum, or £395,000 over five years.

Next steps

Should the scheme proceed beyond feasibility and obtain business case sign-off, the next stage would be the development of robust capital funding applications.



Location plan showing the existing Blue Light premises

Case study 2 Community hubs

Leeds City Council

The challenge

Leeds OPE Partnership, led by the city council are developing a network of community hubs. This will enable public bodies in Leeds including the council, the police, NHS Property Services, the fire and rescue service and the ambulance service, to also change the nature of its work and to be in a better position to handle the changing nature of its face to face work and the increasingly complex issues affecting individuals and their families.

At a time when some councils are reducing or closing public facing services and one stop centres. Leeds wanted to try a different approach.

The impact of welfare reform, universal credit and the changing nature and make-up of local communities mean that flexible, locally based services, able to adapt to changing needs are essential if the council and public bodies in Leeds are to have a real and positive effect on citizens' lives. Co-locating public bodies offers the opportunity to develop a joined up approach to the delivery of services, and improving the access and overall services for all users.

The vision

By using the community hub model, the partnership hopes to create a single, sustainable, 'front of house team' to provide the community hub workforce. This will bring together face-to-face customer services staff, library assistants, jobshop and community engagement officers and relevant housing colleagues. The vision is to continue to make a real difference for local communities, changing people's lives and enabling the partnership to deliver more and better services at the same or lower cost.

Actions

The delivery of the community hubs has been split into multiple phases due to the scale of the programme and to accelerate delivery:

- **Phase 1** – five sites are now fully operational. Pop-up provisions were also introduced in locations such as GP surgeries/medical centres and supermarkets in order to provide better access to council services.
- **Phase 2** – 18 refurbishment schemes are currently underway or in the planning stage in a number of key locality buildings, mainly existing libraries and one stop centres in order to support the delivery of integrated, accessible and local services.
- **Phase 3** – This phase will look to extend the community hub approach across the city to 25+ sites. This will include housing offices, one-stop centres and libraries that have not been considered so far.
- **Additional opportunities** – Expansion of the Bike Library through further funding provided by Welcome to Yorkshire and Yorkshire Bank. This facility is available at four sites already and funding has been secured to extend the facility to a further four sites.

Phase 2 and Phase 3 will also see the additional development of pop-up services and a mobile provision.



Pudsey community hub project supported by the OPE programme in Leeds



Outcomes

Through OPE support the operational community hubs have created real integration opportunities with a wide range of services and partners and are providing better outcomes for local people, including helping more people into work:

- evidence from the operational community hubs identifies that there is considerable customer satisfaction both with being able to access services locally and retaining a valuable local resource
- all the Community Hubs have seen an increase in residents using the buildings with one reporting a 95 per cent increase in use and a 31 per cent increase in the use of the enhanced ICT facilities that have been introduced in the schemes completed to date.

In addition to the success on the ground, the partnership can also report the community hubs project as a great financial success as it has the potential to generate up to £3.3 million in capital receipts by 2020.

Next steps

OPE funding of the programme resource will continue to assist in the development and implementation of Phase 2 which will see the completion of a further 18 community hub sites.

The refurbishment and conversion works for the Phase 2 sites will include the provision of library areas, one-stop facilities, jobshops, private interview rooms, hotline phone access to council services, self-service facilities, Wi-Fi, meeting rooms, social spaces, customer toilets and engaging waiting areas. A Queue and Appointment Management System will also be implemented to improve customer flow to enable fully integrated services to be delivered more efficiently to customers.

Programming of Phase 3 has begun which will see the creation of a further 25+ community hubs. The service will be further enhanced through the development of pop-up community hubs and the introduction of a mobile provision.



Kippax community hub project supported by the OPE programme in Leeds

Case study 3 Health land

London Borough of Sutton London Cancer Hub

The challenge

The London Cancer Hub represents an unprecedented and unique opportunity to transform 26 hectares of brownfield land in multiple public sector ownership, to create the world's largest life science cluster specialising in cancer research and treatment outside of the USA. With 14 million new cases of cancer diagnosed each year worldwide and rising, there is a pressing need to accelerate cancer innovation to discover better treatments for cancer.

The London Cancer Hub will be delivered by multiple cross-sector organisations working closely together: the London Borough of Sutton, the Institute for Cancer Research (ICR), the Royal Marsden NHS Trust, Epsom and St Helier NHS Trust, life-science development partner, and Transport for London.

The partners have worked for two years to develop a masterplan and delivery strategy; a critical factor to unlock the development potential of the London Cancer Hub is the land owned by the NHS. The land identified for expansion – 5.94 hectares of land – under the ownership of Epsom St Helier University Hospitals NHS Trust. Together with funds and influence from OPE to prepare the enabling actions (see below) the project has managed to move on from the planning phase.

The vision

The London Cancer Hub will be the world's leading life science campus specialising in cancer research and treatment.

The Cancer Hub concept is to take advantage of the vacant and underutilised land on and around the existing ICR estate in Sutton and redevelop it to create an expanded, vibrant community of scientists, doctors and companies. This would be undertaken with the intention of accelerating innovation to expand the delivery of a range of benefits for cancer patients and in so doing it could significantly boost local and national economic growth.

The actions

The London Borough of Sutton joined the One Public Estate (OPE) programme in October 2016 and was awarded funding to kick start delivery of the project which will support local growth and make a real difference to the community and public services in Sutton.

In addition to funding, OPE is supporting the establishment of robust governance between partners which is essential to drive delivery of this major project, and support the enabling activities that are critical to progress the project until a commercial development partner is appointed.



An artist's impression of the London Cancer Hub



An artist's impression of the London Cancer Hub



These include:

- undertaking a business case review – the business case is being finalised
- securing NHS approval for bringing together the estate – this step is being finalised
- bringing land under single ownership through a Limited Liability Partnership (LLP) – the LLP is underway.

The outcome

The London Cancer Hub Partnership has been steadily making progress towards their vision for two years. The OPE Programme has already started and will continue to help broker relationships with central government departments and ensure they are effectively co-ordinated to facilitate the growth agenda.

The delivery of The London Cancer Hub will take 20 years to be fully realised. However, over the next 10 years the partnership have projected the achievement of the following outcomes; capital receipts of £30 million, reduced running costs of £275 million, creation of 10,000 new jobs, creation of 1,080 new homes and generation of £1 billion of inward investment.

The next steps

- Establish a delivery vehicle to hold land and facilitate development.
- Produce a development infrastructure funding strategy as a system of coordinating multiple funding sources to implement a phased programme of infrastructure enhancements.
- Appoint a commercial investment partner – through OJEU procurement, the London Cancer Hub partners will bring on-board a private sector investor/developer.
- Design and implement research hub through the creative interim use of heritage buildings.
- Develop a marketing strategy to engage occupiers and enhance the site as a centre of excellence within London MedCity.
- Develop a hybrid planning application to create a detailed masterplan as outline; planning permission and full planning applications for Phase 1 projects.
- Enhance transport capacity by implementing a phased transport investment strategy
- Develop the community plaza as the central public square.



Plan of the London Cancer Hub

Case study 4 Health and social care

Lancashire

Leyland Health and Community Campus

The challenge

The Lancashire OPE Partnership is faced with the challenge of providing better services against a background of public and health sector reform, whilst improving the satisfaction of their growing communities.

West Paddock is an ambitious long-term community regeneration scheme which will be completed over a 10 year period and aims to deliver better local services. By locating services together in and around West Paddock, both physically and from a customer perspective, the partnership aims to transform how civic, health and community services are delivered to customers. The scheme is a strategic response to anticipated public and health sector reform challenges facing agencies in Leyland which wish to see greater consolidation and improved services where better services can be provided for a growing local population.

The vision

The partnership vision is of an ambitious long term community regeneration scheme. The vision is for the new Leyland Health and Community Campus to transform the health, civic and community service provision serving the local community.

The campus will create its own economic growth (new homes – at least 60 residents flats and over 300 jobs) whilst supporting the City Deal ambitions for 17,000 new households and 20,000 jobs.

Actions

Support and funding from the OPE programme has provided a kick start to the delivery of the project which has made good progress, including:

- The work to establish the core collaboration of GP practices is progressing well.
- Masterplan work is in progress for the main site and is expected to be completed within six months.
- A co-location study for South Ribble was completed in November 2016 which involved all major stakeholders.
- Formation of two important contributors is currently underway – arm's length companies for the voluntary, community and faith sector (VCFS) network and the South Ribble Partnership.
- City Deal complementary works are in year two and targets are currently being met – more than 1,500 new homes and 753 new jobs in the past two years.
- Continuing the success of the partnership on the OPE programme and participation of all partner councils.



Lancashire Civic Centre



Outcomes

The potential outcomes include:

- a new health core which will sit alongside the remodelled civic centre
- extra care housing – at least 60 new apartments with a Dementia Centre of Excellence
- MEDS - Medical Education and Development School supporting staffing and development
- flexible space for VCFS and supporting community activities
- council one stop shop and combined gateway
- all three emergency services
- physical activity/leisure activities for young and old
- green environment between facilities, gardens and open areas will make the campus a pleasant and distinct environment benefitting from town centre connectivity
- the delivery of over 60 residents flats and over 300 new jobs, which will allow the campus to create its own economic growth.

Next steps

A masterplan is being created for the site. This work will be completed during spring 2017. A new arm's length community interest company has been created to assist with funding and management operations. Engagement in the OPE programme is allowing financial and legal models to be developed alongside the master planning work. The GP collaboration has grown and grown, and governance is being developed in parallel with the development plans.

The masterplan will be informed by the 'Our Health Our Care' (OHOC) programme and the local delivery plan (LDP). OHOC will review the current system and consider opportunities are to improve and modernise services and the way they are delivered.

The LDP has been developed in conjunction with partners across central Lancashire and sets out the framework for delivering improvements across health and social care for the local population. The aim of OHOC and the LDP is to use collective resources across health and social care to create a radically new health and social care system that is person centred, efficient and effective, combining improvements in experiences, better health outcomes for the local population and better use of wider NHS and social care resources.



Leyland health and community campus map

Case study 5 Housing

Stockport Metropolitan Borough Council

Stockport Investing in Communities

The challenge

Stockport Investing in Communities is set against the backdrop of the Government's encouragement for a 'Northern Powerhouse' including Greater Manchester Combined Authority (GMCA). The need to promote regional economic growth, uphold public services despite of substantial demands of all public sector bodies to consider how to deliver services more effectively and rationalise property portfolios and finally, a substantial under-delivery of all forms of housing in the region – private, intermediate and affordable sub markets.

Stockport Metropolitan Borough Council and its OPE partnering organisations hold responsibility for a combined estate of some 350 non-housing and school public buildings. Additional government department assets on the 'A6 Town Centre Corridor area' (a total of 11 properties) add a further 20.5 acres of developable land. This estate profile in Stockport enabled OPE partners to look to substantially enhance the town centre and town centre gateways, have a positive impact on the regeneration of neighbourhood centres and districts within the borough, rationalise a wide group of central and local government services and bringing forward substantial land for new housing.

The vision

Stockport OPE partners committed to work collaboratively and use assets under their control to help support, transform and improve the way services were delivered through a fully rationalised and regenerated public sector estate and that property could be a vehicle for delivering service transformation, and in turn deliver a considerable number of new homes.

Actions

A borough wide network of ten community hub projects has been established which will deliver all OPE outputs. Three of these hubs, are now being advanced through a business case process, representing an initial phase of the overall localities plan. In addition, a series of town centre specific projects are moving ahead at a pace:

- DWP Job Centre Plus staff relocation from the town centre to community locations and the repurposing of existing building potentially for 80 apartments
- co-location of health sector and council middle and back office staff, facilitating the release of land to generate a further 100+ dwellings on the site
- a combined facility accommodating the fire and rescue and ambulance services, unlocking up to six sites for housing and employment land
- the relocation of the further education college to the town centre and disposal of existing Greek Street site to the Homes and Communities Agency.

The college was operating from a campus that, at just under 11 acres was some 200,000- 300,000 sq ft too large for its needs. Using E-Mandate data, the college was also spending some circa £3.5 million per annum on estate running costs. The site was sold to the Homes and Communities Agency, generating a capital receipt of £77million.

Architects have been appointed to develop a housing master plan proposal for the existing site, which enables the college to continue to operate as normal until 2019. The master plan looks to bring forward some 450 new housing units and regenerate a key gateway to the town centre from the south, situated as it is on the main A6 arterial route.



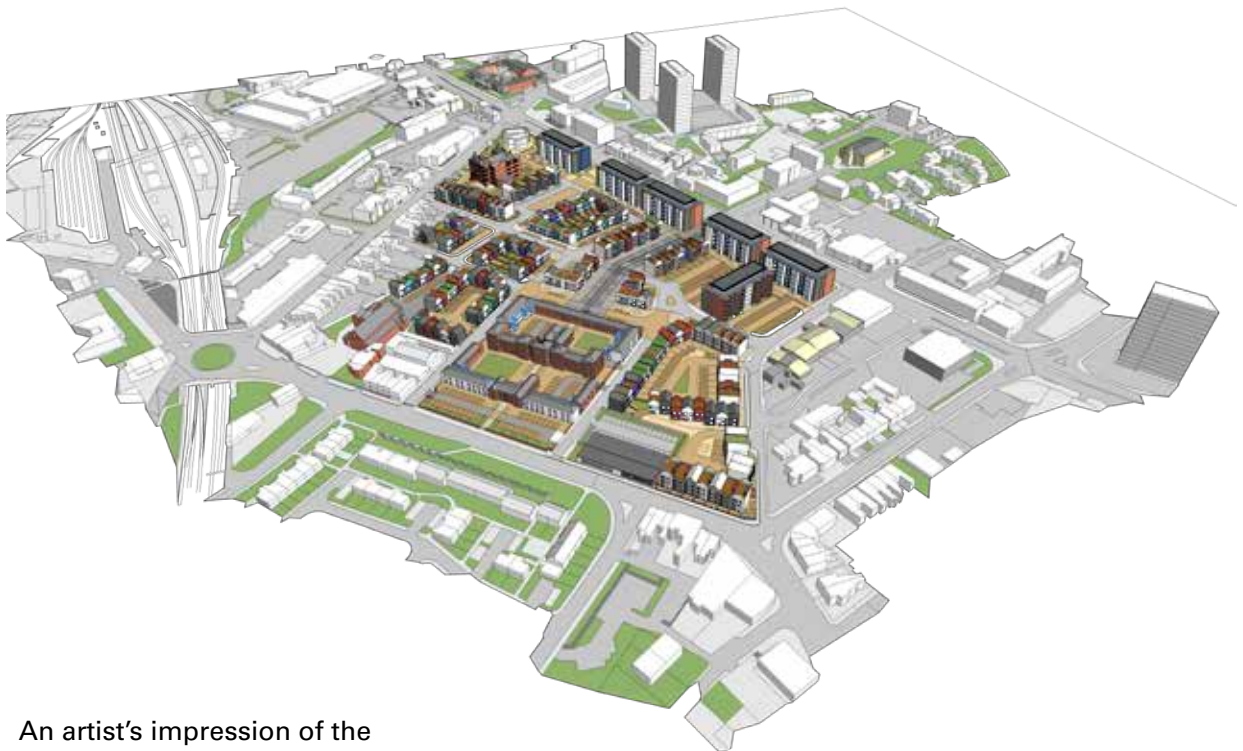
Outcomes

The outputs from the OPE supported project are:

- the development of a masterplan to anticipate the delivery of over 450 new homes
- a comprehensive, holistic view of the borough, its communities, their performance and the services provided to them
- a close view of existing service strategies and those proposed to deliver better community outcomes more effectively
- clarity around revenue stream savings
- sharper visibility of housing numbers potentially generated and employment land released
- achievable targets for floor space reduction in the public sector estate and a substantial integration of public sector services
- a strategy to deliver a full refresh of the estate needed to support those services; all interlinked and interdependent.

Next steps

More projects are now emerging. Specific next steps are to bring forward the remainder of the community based facilities which will unlock significant savings and substantially reduce the overall floor space of the public sector facilities that they will replace.



An artist's impression of the Stockport housing project

Case study 6 Jobs

Liverpool City Region The Knowledge Quarter

The challenge

The Knowledge Quarter (KQ Liverpool) is important, not just to the future economic success of Liverpool, but to the rebalancing of the economy across the UK.

Despite its strengths, Liverpool City Region faces challenges retaining the very best students, graduates, scientists, clinicians, academics and business innovators which highlights the need for co-ordinated intervention and investment to ensure the city region's latent potential is exploited.

The vision

Knowledge Quarter vision

The partnership vision for KQ Liverpool sets out how to establish one of the world's leading innovation districts. As a place, KQ Liverpool provides a unique environment for discovery by combining the arts, culture, education, science and healthcare in a single eco-system.

Knowledge Quarter Phase 1 – Paddington Village vision

This £1 billion flagship expansion site sitting at the eastern gateway to the city centre, has been earmarked as 1.8 million sq ft of science, technology, education and health space.

The site will be developed in three phases: Paddington Central, Paddington South and Paddington North. Phase one due to commence in the coming months. At 30 acres, Paddington is a sizeable urban village.



Royal College of Physicians

Actions taken

Knowledge Quarter Phase 1 – Paddington Village

As the owners of the land, Liverpool City Council with its partners has prepared and consulted on a strategic framework document having developed a detailed masterplan for Paddington Central (funded from the OPE programme). This includes ten proposed development plots, a multi-storey car park and significant public realm and green space.

This will create a blueprint for developing the site and will support potential funding and investment opportunities available through city region sources.

Paddington Central will become home to The Royal College of Physicians (RCP), who announced that they are to be one of the site's first anchor tenants, taking 70,000 sq ft of space for their new Northern Centre of Excellence.

Also confirmed for Paddington Central is Liverpool International College, a partnership between Kaplan and the University of Liverpool. The college will bring 45,000 sq ft of education and learning facilities and 262 residential bed spaces to the site.

Paddington South will present the opportunity for mixed-use developments focused around research and innovation. There will be residential accommodation, centred around landscaped public realm and green space, which will connect easily with Paddington Central.

There are also plans in place for a new train station, making this phase of the Paddington Village development key to the new transport infrastructure for the area. The new station will link to the city's existing underground network, connecting the Knowledge Quarter to the rest of the city centre.

Liverpool City Council are already working closely with Merseyside Police to relocate their vehicle repair centre, which is currently based on Paddington South.

Paddington North, which sits opposite the new £429 million Royal Liverpool Hospital, will offer long term opportunities for both commercial and residential developments.



Upon completion of the new hospitals, including the new £157 million Clatterbridge Cancer Centre, as well as the £24 million Liverpool Life Sciences Accelerator, Paddington North will be within touching distance of one of the largest clinical campuses in the UK.

The development framework also proposes an easy-access link bridge, which will connect the site directly to the heart of Paddington Central.

Outcomes

It is anticipated that the delivery of the new Knowledge Quarter will provide unprecedented outcomes for Liverpool and Liverpool City region. Over the next four years, Phase 1 of the Knowledge Quarter (Paddington Village) will deliver:

- 1.8m sq ft of science, technology, education and health space
- £3.5 million capital receipts (local government land 2017-2024)
- 2,000 jobs (170 already confirmed)
- 785 homes
- 90,000 sq ft of space for ground floor retail and hospitality space
- 30 storey landmark building
- 700+ new car park spaces
- 3.4 hectares of quality public realm.

Next steps

KQ Phase 1 (Paddington Central) acquisitions are underway and the scheme is on track to start on site in early summer 2017 with the first developments coming online in late 2017, and further developments being brought online through to the start of 2019.

Liverpool City Council are procuring a construction partner to develop Phase 1 site infrastructure and public realm. This will set out the development plots. The contractor was appointed in early December 2016 with design taking place between January–June 2017.

They are in discussions with Stakeholders about the development of the other plots. The Royal College of Physicians confirmed in early August 2016 that they wish to take 70,000 sq ft on Plot 3. They will be submitting planning in June 2017.

The New Royal Liverpool Hospital is expected to open in 2017.



Paddington Village masterplan

Case study 7 Defence

Suffolk and West Suffolk RAF Mildenhall

The challenge

In January 2015 the US Department of Defense confirmed American forces (USVF) will withdraw from RAF Mildenhall by 2023. They also announced that RAF Lakenheath, four miles north of RAF Mildenhall, would expand with new jets and USVF personnel. As a result of one base closing and the other expanding, there could be a net loss of around 2,000 on-base jobs and it is believed that around 300 of these would be UK civilian jobs.

Following the announcement, there was concern amongst local residents and businesses about the implications of the announcement on the local economy and local housing market. There were also concerns regarding the future use of the 440 hectare RAF Mildenhall site which is owned by the Ministry of Defence. Local partners are keen to work with the Government on a collaborative response so that the significant opportunities of RAF Mildenhall are not lost.

The vision

The aim of the Mildenhall place-shaping project is to offer an OPE exemplar in a rural setting which has the potential to deliver local/national growth aspirations for thousands of jobs and/or homes through the preparation of deliverable long-term plans for the future of RAF Mildenhall when USVF leave in the 2020s.

Actions

As part of their response, local partners set out the desire for a proactive approach to the regeneration of RAF Mildenhall within the Mildenhall Place-Shaping Project, supported by funding through the One Public Estate programme to develop a local vision for the site.

Local organisations have been working together on a plan for the site and, following public consultation, the RAF Mildenhall prospectus was published in December 2016. The prospectus builds on a market assessment of potential uses for the site and outlines the local ambition to transform RAF Mildenhall into a mixed use, sustainable community with opportunities for jobs and industry. A housing development on the site would improve viability and ease pressure on the regional housing market.

Building on strong engagement with the Government that has developed since the announcement in 2015, a partnership approach between local organisations, the Defence Infrastructure Organisation and the Homes and Communities Agency is being developed to progress a joint work programme which will drive the project forward.



Outcomes

The prospectus showed the potential of the site in regard to employment and housing. The final decision regarding detailed land uses requires much more work.

The housing and job creation estimates are early indications, ahead of detailed site condition work and dependent on provision of supporting infrastructure.

Next steps

Follow-on OPE funding and support will be sought to address key areas, which may include:

- funding and/or access to appropriate specialist expertise to assess possible delivery vehicles, delivery mechanisms and funding routes to consider and take forward the development of an effective governance model and delivery structure
- further development of the business plan for potential aviation uses.

Local partners will be working with the Homes and Communities Agency and Defence Infrastructure Organisation (DIO) to explore the potential for joint working and anticipate developing a joint bid.



--- RAF Mildenhall



RAF Mildenhall

Case study 8 Town centre regeneration

Bedford and Bedfordshire

Transforming Bedford

The challenge

Bedford Borough Council is committed to the regeneration of sites in and around the south and west of Bedford town centre to bring back into use brownfield land in public ownership which is underused or has potential for improvement. The target is to develop more than 700 homes over the next five years. The new homes and associated development delivered via OPE Transforming Bedfordshire, will represent a vital continuation of the council's successful regeneration of Bedford Town centre in recent years. This includes the restoration of traditional shopfronts via a multi-million pound heritage-based regeneration project on Bedford's traditional high street, a brand new bus station and a soon to be completed riverside development featuring a new public square, cinema, hotel, restaurants and more.

The vision

To continue the strategy to revitalise the Bedford town centre, building on its heritage features and reflecting its long history as a county town and its magnificent natural setting on the banks of the River Great Ouse.

Actions taken

The partnership has worked hard to ensure delivery of the vision and commit to the OPE agenda. Building on the successful PAN Bedfordshire Estates Group which has been in place for over three years, it is our intention to maximise the use of the ePims database to identify opportunities for early wins and to develop long term plans to create more efficient use of the public assets across Bedford and Bedfordshire.

Outcomes

The drive to deliver on our first year quick wins has seen success in both new homes and reductions in revenue costs. Working with our partner housing trust bpha, the police, and the NHS we have been able to release office spaces for redevelopment. The projects include:

- housing trust offices conversion to new homes
- hotel site development of a complex needs service well underway
- nursing accommodation, planned conversion to new homes
- police station disposal underway leading to new homes
- medical facilities site disposal in progress leading to new homes.
- generated capital and revenue savings by relocating the police to the Borough Hall, council offices and by relocating the bpha housing trust staff to the council's customer service centre
- we have also commenced the conversion of two office buildings to provide a business start-up centre and a training centre.

Through OPE support we have secured first stage approval for additional match funding of £2.33 million from the Estates and Technology Transformation Fund (ETTF) for two sites to deliver integrated health and care hubs.



Next steps

To continue to make best use of the collective partnership asset data and resources to rationalise the wider public sector assets. Using this data we are making good progress on developing shared locations and touch down areas.

The partnership is delivering real integration of health and care services through the development of four health and care hubs across Bedfordshire. This includes working with Bedford Hospital to develop the North Wing 'Bedford Health Village' which has great potential to deliver additional space for integrated health services and new homes.



St Paul's Square



Artist's sketch of Bedford Town Centre masterplan

Case study 9 Transport

Plymouth City Partnership Plymouth Railway Station Project

The challenge

Plymouth is the busiest station in the Heart of the South West Local Enterprise Partnership (HotSW LEP) and third busiest in the south west after Bristol Temple Mead and Bath Spa. Yet it is the only station in the region that has not undergone major redevelopment or is included in a plan for major redevelopment, since the 1960s. At present the station presents a poor impression for rail passengers arriving in Plymouth and needs a major overhaul. There is a need to improve the passenger experience and provide a new gateway when passengers approach and leave the station.

The Plymouth Railway Station Project involves a comprehensive redevelopment of the existing station and surrounding area. The landowners Plymouth City Council, Network Rail and Great Western Railway have committed to work in collaboration with Plymouth University to deliver the project.

The first phase, supported by £5 million of HotSW LEP Growth Deal 3 funding and £500,000 from Cornwall Council, is the construction of a new multi storey car park and demolition of the existing car park. This will enable the creation of several development sites which will attract inward investment into the station area and funding for the improved public realm and accessibility.

The vision

More than 2.5 million passengers come through the station every year, and the numbers of passengers continue to grow year on year. On arrival, visitors' first view of Britain's 'Ocean City' is of a station that has been neglected and is not in keeping with the largest city in the south west peninsula.

Plymouth Council want to change this and to create a sense of welcome more in keeping with what this ocean city offers. This exciting scheme will transform and revitalise the station and its approaches with shops, offices and public space. Plymouth Railway Station Project will play a key part in the international Mayflower 2020 celebrations.

The actions

Plymouth Council and Network Rail have commissioned consultants to prepare a high level master planning exercise with the preferred option approved by the key stakeholders.

A Memorandum of Understanding has been entered into by Plymouth City Council, Network Rail, Great Western Railway and the University of Plymouth which establishes the principle of key stakeholder collaboration.

As the two site owners, Plymouth City Council and Network Rail have entered into a Bi-lateral Understanding setting out the principles of merging their sites for the wider comprehensive redevelopment of the station.

A project steering board has been established with senior representation from Plymouth City Council, Cornwall Council, Cabinet Office, the Department for Transport, HotSW LEP, Network Rail, GWR and the University of Plymouth.

The injection of OPE funding has facilitated the commissioning of White Young Green to prepare a feasibility study and business plan on the new multi storey car park, leading to the demolition of existing multi storey car park, and providing 300 – 400 new modern parking facilities at the station.

Once the feasibility study and business case for the car park has been completed and agreed between Network Rail and Great Western Railway, the council, funded by OPE, we will commission consultants to prepare the outline business case for the HotSW LEP Growth Deal 3 funding application.

OPE has also funded the employment of a dedicated project manager to co-ordinate all activity on the site.

If the £5 million Growth Deal 3 application is approved, the new multi-storey car park can be built, freeing up the old car park site for redevelopment of the University of Plymouth's new 11,000 sq m faculty.

Further phases of redevelopment within the station will follow over the medium term which will lever in inward investment.



Outcomes

- University of Plymouth academic faculty of approx. 11,000 sq m
- Development site created due to the demolition of the existing multi storey car park
- High quality public realm of approximately £2 million creating an appropriate sense of place for the railway station
- New concourse and retail space
- Improved car parking, bus and taxi facilities
- A long term solution for Intercity House
- Over next 10 years:
 - inward investment of £48 - £55 million
 - reduced running costs of £1.4 m
 - creation of 920 jobs
 - 16,000 sq m of new mixed use development space.

Next steps

A detailed feasibility study is being undertaken by GWR, funded by OPE to deliver a new multi storey car park and demolish the existing. Given the number of key stakeholders and associated work strands they will be individually responsible for, a detailed station programme plan identifying all critical path items and interdependencies is being prepared for agreement by all stakeholders involved.

Subject to a Growth Deal Funding award Plymouth City Council will commence the preparation and submission of the outline and then a detailed business case.

Plymouth City Council and Network Rail intend to enter into a landowner's agreement and agree a land transaction with the University of Plymouth in respect of the proposed landmark education building and associated public realm.



An artist's impression of Plymouth station, upper level



An artist's impression of Plymouth station, lower level

Case study 10 Collaborative regeneration

London Borough of Brent

Northwick Park

The challenge

To bring together four landowning public sector organisations, and work with other stakeholders to rationalise services and resources, unlock development land, reduce running costs, create jobs, homes, and revenue streams, and make Northwick Park a landmark destination.

The four partners, the London Borough of Brent, London North West Healthcare NHS Trust, the University of Westminster and Network Homes Ltd all own land adjacent to each other. They are very different organisations, with different aims, governance structures and priorities. However, common themes unite them: residential accommodation requirements, reduction of running costs, increased efficiencies, opportunities for shared teaching accommodation, ground maintenance and facilities management, maximising land values, improving infrastructure, dealing with parking, provision of leisure facilities, etc.

The site has evolved in a largely piecemeal way over the years, with little interaction between the organisations. The site has enormous potential, but is essentially landlocked, with limited road access and a series of unco-ordinated unattractive footpaths, and the park is isolated.



Northwick Park, artist's impression

The vision

The vision of the four partners is to create a ground breaking development that complements the park and outer London setting, providing new homes in a currently land locked setting.

The project will bring in other stakeholders, such as Transport for London, Network Rail, London Borough of Harrow, Greater London Authority, with the aim of not being constrained by physical boundaries of the site.

The vision is to:

- bring about the anticipated delivery of over 500 new homes
- celebrate the park and integrate it with its surroundings
- develop new homes of the highest quality
- bring in increased revenue
- create employment and skills opportunities
- replace inadequate infrastructure
- maximise land values
- drive down operating costs
- make Northwick Park a destination of choice.

The actions

The Partnership is in its infancy and has concentrated on firming up its governance and project management arrangements. Individual and common outcomes have been agreed, property assets are being mapped out, and briefs for the main consultants are being drafted.



The outcomes

Ultimate potential outcomes of the project include:

- creation of over 500 new mixed tenure, high quality homes
- generation of capital or revenue receipts
- better service delivery
- integrated services and facilities, such as parking, and joint use of teaching facilities
- new vehicular, public transport and pedestrian routes on the site
- joint sports and social facilities
- introduction of revenue generating commercial enterprises
- creation of a new energy centre serving the development, and selling surplus energy back to the grid
- step free access and enhanced entrance to two tube stations
- revenue savings
- social benefits
- stimulating economic growth by place making and an integrated master plan design
- catalyst for private sector investment in the area.

The next steps

There is still much work to do:

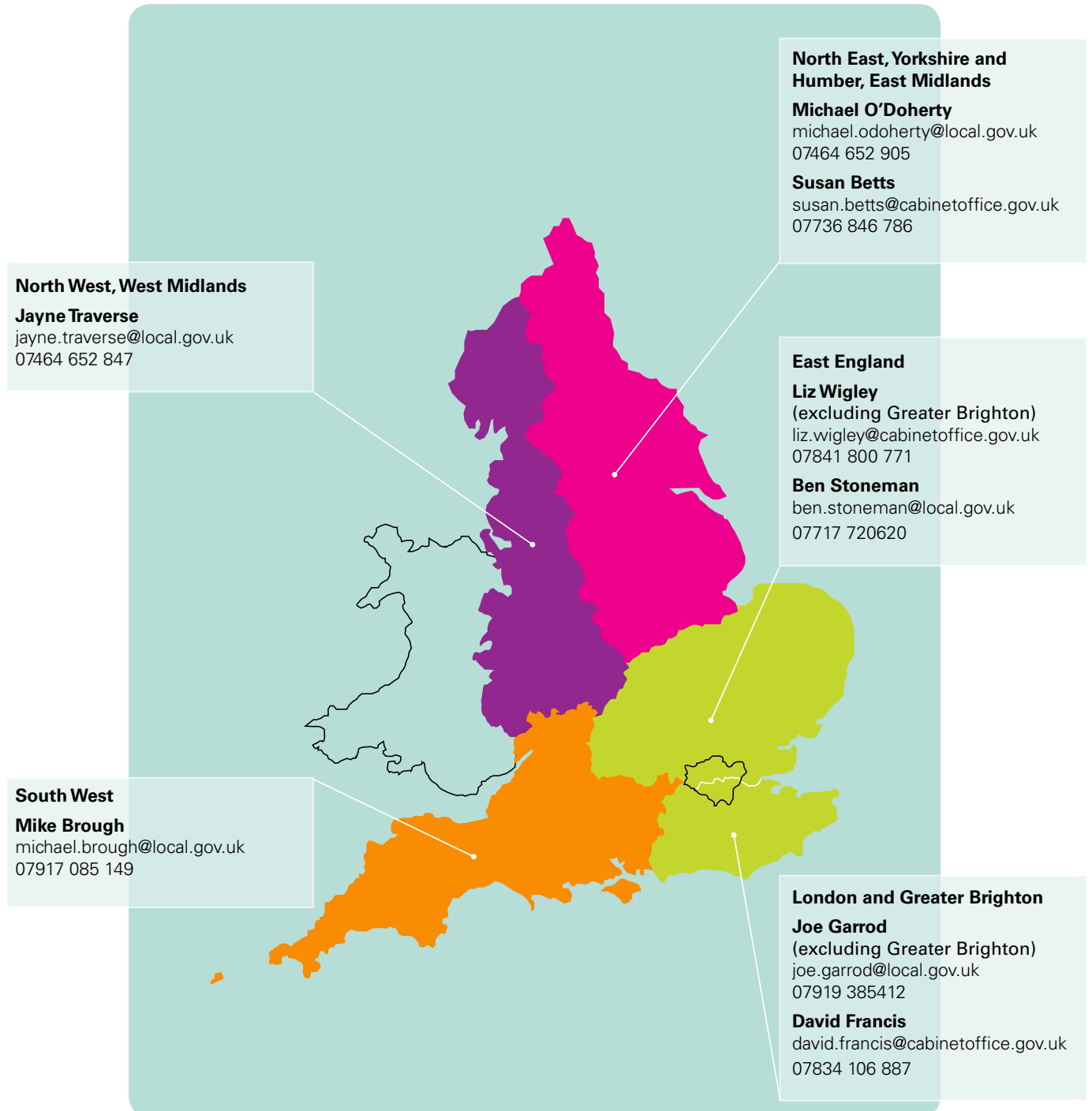
- a communications strategy is to be developed to ensure clear messages are being delivered and the vision is shared
- scoping documents are to be prepared and consultants selected to develop the feasibility work and establish a business case and develop proposals for service redesign.

It is anticipated that this work will be used to inform transformational improvements to other hospital sites within the borough.



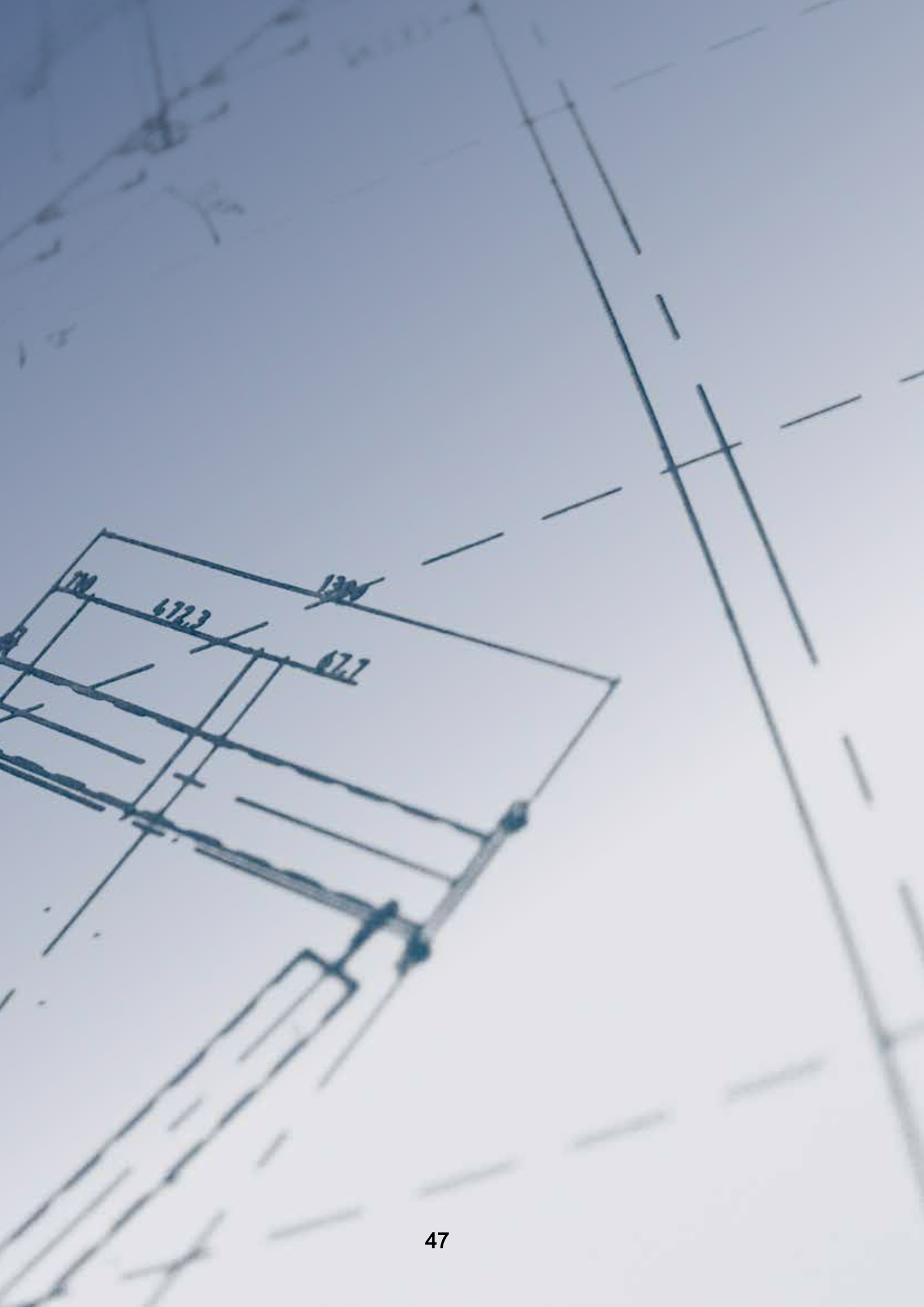
Northwick Park, aerial view

Key OPE contacts



Notes







Local Government Association



Government Property Unit

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www.local.gov.uk/onepublicestate

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CABINET

18 April 2017

UPDATE TO OAKHAM LIBRARY/CHILDREN'S CENTRE EXTENSION

Report of the Director for Places (Development & Economy)

Strategic Aim:	All	
Key Decision: Yes	Forward Plan Reference: FP/130117/01	
Cabinet Member(s) Responsible:	<p>Cllr T Mathias – Leader of the Council and Portfolio Holder for Finance and Places (Highways, Transport and Market Towns).</p> <p>Cllr O Hemsley – Deputy Leader and Portfolio Holder for Growth, Trading Services and Resources</p> <p>Cllr R Foster – Portfolio Holder for Children and Young People (Safeguarding)</p> <p>Cllr A Walters – Portfolio Holder for Community Safety, Culture, Sport & Recreation and Environment.</p>	
Contact Officer(s):	Paul Phillipson, Director for Places (Development & Economy)	01572 758321 pphillipson@rutland.gov.uk
	Andrew Edwards, Head of Property Services	01572 758391 aedwards@rutland.gov.uk
Ward Councillors	Cllr B Callaghan, Oakham South East Cllr T Mathias, Oakham South East	

DECISION RECOMMENDATIONS

That Cabinet:

1. Approves an increase in the budget of up to £309,000 from CIL contributions for the Oakham Library refurbishment and the Children's Centre extension
2. Notes progress made towards the delivery of the combined Oakham Library and Children's Centre.

1. PURPOSE OF THE REPORT

- 1.1 To update Cabinet on the progress towards the delivery of a joint Children's Centre and Library and to seek additional budget to allow the completion of the works. Combined these works will provide an asset that will support services for the people of Oakham for the next 25 years.

2. BACKGROUND AND MAIN CONSIDERATIONS

- 2.1 On the 21 June 2016 Cabinet approved the commitment of £220k to cover the provision of Essential Works on the Oakham Library (Report No.122/216).
- 2.2 This was followed on the 20th September 2016 by a second report that released £400k for the Relocation of the Children's Centre (Report No. 181/2016) and an additional £60k to support the refurbishment of the Library. At this time Cabinet also agreed to the combination of both projects – establishing a combined project budget of £680k.
- 2.3 Since the 20th September 2016 work has been progressing on a number of fronts and the following Milestones have been achieved:
- Planning Consent was granted by Full Council on the 14th November 2016.
 - Notice that Visions (Children's Centre) are going to vacate their current location by the 31st December 2017 was formally issued to Catmose College on the 27th February 2017. Although subject to programme an earlier surrender of the space currently occupied by 'Visions' is anticipated.
 - Designs are now complete and finishes identified for both the Library refurbishment and extension. Overall the facility has been designed to operate as one with a 'flow' between the Library and Children's Centre. The revised floor plans are attached at Appendix A to this report.
 - The main contractor for the refurbishment of the Library has been appointed and enabling work has been completed. The enabling work has included the temporary relocation of the library service to Rutland County Museum, demolition of internal walls, removal of asbestos, floor finishes and fixed furniture, suspended ceilings and grids and the 'strip-out' of electrical services. Work is scheduled for completion in late summer 2017 subject to the release of additional funding as requested in this report.
 - External works have commenced. This has included the 'cutting-back' of trees to the rear of the site to improve the visual aspect but also to open up the area to the rear of the extension. It has also included the removal of any trees with the potential to undermine foundations.
 - The main contractor for the extension for the Children's Centre has been identified and provisionally appointed. Work is scheduled for completion in late summer 2017 subject to the release of additional funding as requested in this report.

- Maximum costs have been agreed but detailed value engineering is still taking place. The maximum costs are included within this report at Paragraph 4.2.

3. SERVICE IMPROVEMENTS

- 3.1 With modernised library premises, it would be possible to install an “Open Access” system, which would allow the public to enter the building using their library card at defined hours when the library is unstaffed.
- 3.2 This would enable us to extend our opening hours beyond the present 44 hours per week, opening in the evening and early morning, delivering a much more accessible service to the public.
- 3.3 The “Open Access” system provided by Bibliotheca/3M (branded as ‘Open +’) has been trialled extensively across the country, including in Peterborough and Leicestershire, and is fully compatible with our self-service book loan system. There will be economies achieved by implementing the system during the current works and we anticipate further roll outs of this system to the remaining county libraries.
- 3.4 The installation of ‘Open Access’ is outside the scope of this project and not included within the costs. In recognition that there may be a requirement to install this in the future, sufficient capacity will be incorporated within the building infrastructure as part of these works.
- 3.5 Following removal of internal walls, shelving, counter, and enquiry desk, the space available within the library has significantly changed.
- 3.6 Due to the reconfiguration of the Atrium of the Library and the removal of the main desk there is an estimated additional 20% of public floor space is now available for use. This has enabled us to completely rethink the way in which the library operates. More flexible fixtures and fittings will be used to allow the space to operate in a different way.
- 3.7 Easily moveable units will allow the central atrium of the library to accommodate large meetings, events or performances. This added flexibility and improved storage will not only enable us to provide a much enhanced community facility, but allow groups to book and utilise the space throughout the year.

4. FINANCIAL IMPLICATIONS

- 4.1 As works have progressed it has become increasingly clear that the existing budget (£680k) will not be sufficient to deliver the scope of the project as presented in previous reports. As design has progressed additional works have been identified. These additional works include:
 - Further works to complete the replacement of the ‘flat roof’ covering the Library.
 - Removal of the Water Tank in the roof void of the Library.
 - Additional pruning of surrounding trees to ‘open-up’ the area around the future play area and remove over hanging Yew Trees with the potential to drop toxic

berries on the external play area

- Removal of a single tree that has the potential to undermine the Library foundations.
- Additional foundation works associated with the Children's Centre
- Following consultation with end-users an enhanced specification for the Children's Centre to ensure that it is 'future proofed' and fully meets the expectations of user groups.
- Additional drainage works around the Children's Centre.

4.2 Taking these factors into account the anticipated project cost is:

Description of Works	Costs (£000)
Design Fees (inc. site surveys etc.)	107
Children's Centre Extension	557
Library Refurbishment	325
Total Project Cost	989

4.3 Given that approved funding amounts to £680k the shortfall is currently £309k.

4.4 At the present time these costs represent the proposals provided by the contractors. They are currently undergoing scrutiny and Value Engineering is taking place to ensure that they reflect value for money for the Council. When this exercise is complete the revised figures will be provided by way of an addendum report prior to Cabinet on the 18th April 2017. This report will confirm the contract sum and the shortfall in funding.

4.5 It is proposed that the additional budget of £309k be funded from Community Infrastructure Levy (CIL).

5. CONSULTATION

5.1 Significant consultation has taken place. Informally Cabinet have been consulted on the financial implications and stakeholders, including end-users and staff, have been consulted on the layout and finishes.

5.2 Consultation has taken place with families accessing services through the Children Centre which included a week long 'have your say' exercise where plans were made available for comment. In addition stakeholders co-located and delivering services at the children centre, including public health colleagues, were also provided with the opportunity to inform proposals and the future vision for delivery.

6 ALTERNATIVE OPTIONS

- 6.1 The only alternative option would be to withhold the additional funding. If this were to be the adopted approach then the scope of works within both the library and Children's Centre would need to be significantly reduced.
- 6.2 Critical works such as the upgrade to the Mechanical & Electrical Services or replacement of the roof would not take place. Such an approach will lead to significant future expenditure as systems fail with little or no warning leading to a further deterioration of the fabric of the building. Future unplanned maintenance will be particularly disruptive as it would require closure of all or part of the Library until works are complete.
- 6.3 It is also likely that any reduction in scope of the Children's Centre to meet a financial target would result in the exclusion of key elements of the project such as internal vision panels and training space. Such an approach would deliver a facility that failed to meet end user expectations. As a result it would be increasingly difficult for the Service to engage with their client groups.

7. LEGAL AND GOVERNANCE CONSIDERATIONS

- 7.1 The Council's Contract Procurement Rules have been complied with in determining the award criteria for this procurement exercise. This contract opportunity is below the EU threshold for works contracts, therefore Part 4 Chapter 8, 'Below Threshold Procurement' of the Public Contract Regulations will be complied with. The additional works identified within this report will not breach this threshold.
- 7.2 The request is being made in-line with financial procedure rules. Paragraph 5.7 of the Financial Procedure Rules allows Cabinet to approve an increase in funding where the total project cost is below £1m and the funding used existed at the time the budget (Report No 44/2017 'Revenue and Capital Budgets 2017/18) was approved. The recommendation meets both of these requirements.

8 EQUALITY IMPACT ASSESSMENT

- 8.1 The need for an Equality Impact Assessment (EIA) has been considered. Following an initial assessment it is clear that the changes as a result of this project will be positive for both the users of Oakham Library and the Children's Centre. Given this an EIA is not required.

9 COMMUNITY SAFETY IMPLICATIONS

- 9.1 There are no community safety implications.

10 HEALTH AND WELLBEING IMPLICATIONS

- 10.1 The completion of these works will ensure that this asset remains capable of delivering a high quality service to the people of Rutland for the next 25 years.
- 10.2 In particular this project will address a number of issues including Asbestos, inadequate lighting and confined staff areas.

11 ORGANISATIONAL IMPLICATIONS

11.1 Environmental implications

Addressing the maintenance issues at Oakham Library, including the removal of asbestos materials will have a positive environmental impact

11.2 Human Resource implications

The library is closed for the period of the refurbishment and the service is being provided in the museum. Staff have relocated to support this provision and the hours extended to minimise disruption.

In addition staff currently located at Catmose College will relocate to the new Children's Centre at Oakham Library.

12 CONCLUSION AND SUMMARY OF REASONS FOR THE RECOMMENDATIONS

12.1 If agreed the provision of additional funding as set out in this report will allow the combined project to move forward and provide a joint asset that will serve the people of Rutland for the next 25 years.

13 BACKGROUND PAPERS

13.1 Cabinet Report 122/2016 dated 21st June 2016 – Oakham Library Essential Works.

13.2 Cabinet Report 181/2016 dated 20th September 2016 – Relocation of the Children's Centre

13.3 Cabinet Report 44/2017 dated 14th February 2017 – Revenue and Capital Budget 2017/18 and Medium Term Financial Plan

14 APPENDICES

14.1 Appendix A - Revised Floor Plans

A Large Print or Braille Version of this Report is available upon request – Contact 01572 722577.



- KEY**
- Proposed rooflight location
 - New outside tap location with associated gully
 - Soundproof concertina partition
 - Full height glazed partitions with integral blinds
 - Half glazed partitions with integral blinds
 - Full height solid partitions
 - Proposed modular building extent
 - Proposed brickwork
 - Stair gate or similar. TBC
 - Existing Foul Drainage
 - Proposed Foul Drainage

3 metres @ 1:20
 15 metres @ 1:10
 2
 1
 0.5
 0
 15 metres @ 1:100
 8 metres @ 1:50
 7
 6
 5
 4
 3
 2
 1
 0

Date 01/11/16	Drawn JCW Checked JW	Project title Oakham Library & Children's Centre	Drawing title Proposed Plan	Client Rutland County Council	Rev	 WESTON ALLISON WRIGHT <small>Cottage Farm, Meers Ashby Road, Spwell, Northampton NN6 6BL, T:01604 491227 E: information@w-a-w.co.uk www.w-a-w.co.uk</small>	Drawing No. 3945/022	A1
						Scale 1:100		Rev
						Project Oakham Children		

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CABINET

18 April 2017

PRIVATE SECTOR HOUSING RENEWAL POLICY

Report of the Director for Places (Development & Economy)

Strategic Aim:	Sustainable Growth and Safeguarding	
Key Decision: Yes	Forward Plan Reference: FP/170117/01	
Exempt Information	No	
Cabinet Member(s) Responsible:	Mr O Hemsley, Deputy Leader and Portfolio Holder for Growth, Trading Services and Resources (except Finance)	
Contact Officer(s):	Paul Phillipson, Director for Places (Development & Economy)	01572 758321 pphillipson@rutland.gov.uk
	James Faircliffe, Housing Strategy and Enabling Officer	01572 758238 jfaircliffe@rutland.gov.uk
Ward Councillors	All	

DECISION RECOMMENDATIONS

That Cabinet authorises the publication and adoption the Private Sector Housing Renewal Policy attached at Appendix A.

1 PURPOSE OF THE REPORT

- 1.1 This report asks Cabinet to approve a new Private Sector Housing Renewal Policy. This includes a revised consideration of stock condition and a more flexible approach regarding disabled adaptations for properties of all tenures (ownership types), reflecting the opportunities of the Better Care Fund (BCF) and helping to meet the Council's responsibilities under the Care Act 2014.

2 BACKGROUND

- 2.1 The Council's current Private Sector Housing Renewal Policy was adopted in 2009. This document now needs replacement, due to the need to consider current housing conditions in Rutland and to reflect the current funding and policy position, which puts more emphasis on maintaining the health and wellbeing of those at risk, by taking a preventative approach.
- 2.2 The new policy is more focused than the 2009 policy, with less overlap with other housing policies and more detail regarding grant administration. It takes advantage of new opportunities for adaptations arising from BCF, in accordance

with the Housing and Homelessness Strategy 2017-22. It highlights where assistance can be obtained to address fuel poverty (including the remaining Government Warm Homes funding held by the Council) and links to the Council's Home Energy Conservation Act Progress Report 2017.

- 2.3 The new policy does not otherwise include grants for minor repairs, which have not been included in the Medium Term Financial Plan for some time. It is envisaged that the scope of the home improvement agency (HIA) service will be broadened over the next year as part of Rutland's Unified Prevention Offer, which will include a housing checklist. This can provide greater assistance regarding the home environment (repairs, dealing with hoarding, suitability), home security, assistive technology and personal safety and accessibility.
- 2.4 This targeted and integrated approach to the HIA will help both to prevent crises and enable people to control their own lives, maintaining their independence in a home environment that is safe, warm and meets their needs. Community based low level housing related support is also available to assist with the transition from hospital to home; for example, to provide support with setting up new tenancies or managing within the existing home. These initiatives will form an important part of the recent BCF guidance requirement for local areas to produce an action plan to reduce delayed transfers of care from hospital.
- 2.5 The policy also does not include grants for minor adaptations or assistive technology, which are covered by other policies within the same overall strategic approach to prevention.

3 DISABLED FACILITIES GRANTS

- 3.1 Statutory funding for major adaptations in the home is provided through Disabled Facilities Grants (DFGs). Since 2015/16, the Government funding towards these has been a component within the BCF, which is a pooled budget operating between the NHS and the local upper tier council. The rationale for this change is to encourage areas to think strategically about the use of home adaptations and technologies and to take a joined up approach to improve outcomes across health, social care and housing. This is linked to an increase in the funding received for DFGs, to £186,000 in 2016/17 and with a similar level forecast for 2017/18. This enables the Council to increase the grants it provides to support health, wellbeing and prevention whilst remaining within the approved budget.
- 3.2 The Council is required to award mandatory DFGs to households that meet the national criteria. The maximum mandatory grant possible is £30,000. The vast majority of DFGs are below this level; but in a few cases where (for instance) extensions are required to properties, the required work can sometimes exceed this. The new policy includes clear provision for discretionary top-ups of up to £20,000 to mandatory Disabled Facilities Grants where these are required.
- 3.3 The policy also includes provision for discretionary grants to support health, wellbeing and prevention policy priorities, up to £10,000 dependent on needs and available funding.
- 3.4 The Council will continue to offer relocation grants for cases where the person's existing home would require adaptation, but where a move to a more suitable property which could be more easily adapted would be more appropriate.

3.5 Under national rules, Disabled Facilities Grants and relocation grants are not means-tested where they are awarded for the needs of children. Otherwise, this assistance is means-tested, with the exception of the discretionary grants to support health, wellbeing and prevention policy priorities that are proposed in Appendix A, where means-testing can be applied dependent on the availability of funding.

4 CONSULTATION

4.1 During the development of this policy, the Council has liaised with the HIA and the Peterborough City Council Public Protection shared service, which both deliver different elements of the Disabled Facility Grant service. While we have not undertaken a dedicated consultation exercise, a number of recent engagement events variously involving providers, community and voluntary organisations, service users and practitioners have included consideration of the impact of the home environment on health and independence and reflection on the design and operation of schemes to prolong independence:

- Better Care Fund Falls Summit, 5 June 2015
- Rutland Housing Conference, 30 November 2015
- Adult Social Care Strategy launch workshop, 7 March 2016
- Better Care Fund evaluation and new projects workshops, Nov 2015 to Mar 2016
- Healthwatch workshop re encouraging householders to plan ahead, 11 March 2016
- Carers event, 2 December 2016
- Better Care Fund evaluation and planning event, 5 January 2017
- Healthwatch engagement study with people who have experienced transfers of care out of hospital, Oct 2016 to Mar 2017.

4.2 This has included consideration of the contribution of assistive technology, telecare and equipment as complementary to physical adaptations in the home.

5 ALTERNATIVE OPTIONS

5.1 The Council does not have to offer discretionary grants but failure to do so could leave people potentially at risk from unsuitable properties, increasing hospital admissions and delaying transfers of care from hospital.

5.2 The maximum levels of discretionary assistance could be increased, but this could lead to unrealistic expectations and insufficient resources to meet the need for mandatory grants.

5.3 The maximum levels of discretionary grant could be decreased, but this may mean that some households with more complex needs do not receive the adaptations they may need. The policy does allow expenditure on discretionary grants to be managed within the available budget.

- 5.4 The draft policy could have provided for the Council to make loans of various types to meet non-mandatory needs, but these are already available to some people through the private market. If the Council did provide loans, the Council would still need to provide grants for those who could not afford a loan or who had insufficient equity in their properties. The potential for any loan system will be kept under review as part of the future evaluation of this policy.

6 FINANCIAL IMPLICATIONS

- 6.1 The report does not amend any approved budgets and has no direct financial implications. However, this proactive, targeted approach will assist those that need support earlier and will help to delay or avoid potential crises. It will also help to make best use of the Council's allocation within the BCF for DFGs.

7 LEGAL AND GOVERNANCE CONSIDERATIONS

- 7.1 The Council has a duty under section 3 of the Housing Act 2004 to keep the housing conditions in its area under review, with a view to identifying whether statutory action is required. This requirement is fulfilled by the Private Sector Housing Renewal Policy, in conjunction with the Homelessness Review, the Housing and Homelessness Strategy 2017-22 and the Strategic Housing Market Assessment.

- 7.2 The Private Section Housing Renewal Policy fulfils the requirements of article 4 of the Regulatory Reform (Housing Assistance)(England and Wales) Order 2002, for the Council to publish a policy regarding the types of grants it will award and their criteria, amounts and the circumstances under which they might have to be repaid. The approach proposed will also help to meet the requirements of the Care Act 2014.

8 EQUALITY IMPACT ASSESSMENT

- 8.1 An equality screening template has been completed. This found that the policy particularly assisted older people and people with disabilities and that any differential impact was positive and justified.

9 COMMUNITY SAFETY IMPLICATIONS

- 9.1 The report includes measures to address hoarding.

10 HEALTH AND WELLBEING IMPLICATIONS

- 10.1 Housing is one of the 'Wider Determinants of Health'. People with chronic long term conditions may have physical needs which require adaptation of existing properties. Cold or damp homes can pose a threat to vulnerable people, through depression, stroke, heart disease and pneumonia. These can contribute to excess winter deaths.

- 10.2 This policy will help local residents to have the choice and control to manage their independence in a home environment that is safe, warm and meets their needs.

11 ORGANISATIONAL IMPLICATIONS

- 11.1 **Environmental implications**

- 11.2 Local housing conditions in Rutland do not require the Private Sector Housing Renewal Policy to drive environmental regeneration. This issue is addressed by the Housing and Homelessness Strategy 2017-22.
- 11.3 The Council's policies assist with the reduction of energy consumption, to help residents save money and reduce carbon emissions. The report complements the Home Energy Conservation Act Progress Report 2017.
- 11.4 Human Resource implications**
- 11.5 There are no human resource implications arising from this report.
- 11.6 Procurement Implications**
- 11.7 There are no direct procurement implications arising from this report. The home improvement agency's contract expires in October 2017. It is envisaged that a report on its re-procurement will be considered by Cabinet on 16 May 2017.
- 12 CONCLUSION AND SUMMARY OF REASONS FOR THE RECOMMENDATIONS**
- 12.1 The revised Private Sector Housing Renewal Policy provides a more up-to-date assessment of the condition of private sector housing assistance, together with with the Housing and Homelessness Strategy 2017-22, the Homelessness Review 2016, the Home Energy Conservation Act Progress Report 2017 and the Strategic Housing Market Assessment 2014 and 2015 update.
- 12.2 The policy for discretionary grants for adaptations will allow the best use to be made of the available resources within the existing budget, to promote independent living and to support timely discharges from hospital.
- 13 BACKGROUND PAPERS**
- 13.1 Rutland Housing Conference 30 November 2015 – final event notes.
- 14 APPENDICES**
- 14.1 Appendix A. Private Sector Housing Renewal Policy 2017-21.

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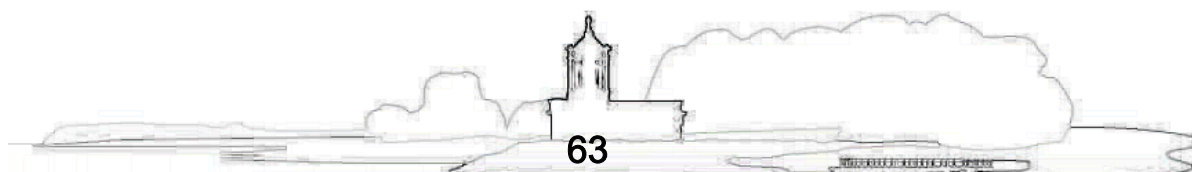


Rutland County Council

PRIVATE SECTOR HOUSING RENEWAL POLICY 2017-21

Version & Policy Number	Version 1
Guardian	Senior Environmental Services Manager
Date Produced	27/03/17
Next Review Date	18 April 2018

Approved by Scrutiny	-
Approved by Cabinet	18 April 2017
Approved by Full Council	Cabinet decision



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1.0 INTRODUCTION

1.1 The Purpose and Scope of this document

- 1.1.1 This Private Sector Housing Renewal Policy supports Rutland County Council's (RCC's) Housing and Homelessness Strategy and Adult Social Care Strategy. It sits alongside RCC's Public Protection Enforcement Policy 2009 and its appendix, the Private Sector Housing Enforcement Policy. It replaces the Private Sector Housing Renewal Policy that RCC adopted in 2009. Further information on RCC's action and partnership working regarding fuel poverty can be found in RCC's Home Energy Conservation Act Progress Report.
- 1.1.2 In accordance with article 4 of the Regulatory Reform (Housing Assistance)(England and Wales) Order 2002, this document sets out in full the policy that has been adopted by RCC, and includes details of –
- (a) how the RCC intends to exercise its article 3 powers and ensure that the statutory qualifications to that power are observed;
 - (b) the types of assistance RCC may make available;
 - (c) the circumstances in which persons will be eligible for assistance;
 - (d) how the amount of any assistance awarded will be calculated;
 - (e) the conditions that will apply to the provision of assistance;
 - (f) how and in what circumstances any assistance made may be repaid.
- 1.1.3 The right home environment is central to health and wellbeing throughout life. Adaptations improve the quality of life of the person, carers and other family members (Heywood and Turner 2007:14). This link between housing and wellbeing is well acknowledged by RCC and is promoted by the Private Sector Housing Renewal Policy, which also covers adaptations to social housing. RCC also has other arrangements, generally outside the scope of the Private Sector Housing Renewal Policy, covering minor aids and adaptations, telecare, telehealth and handyperson-type services.
- 1.1.4 RCC recognises that the best way to promote a person's wellbeing is through preventative measures that enable the person to live as independently as possible for as long as possible.
- 1.1.5 The budget for these grants is approved at full Council.

1.2 The legislative framework

- 1.2.1 RCC is required under section 3 of the Housing Act 2004 to keep the housing conditions in their area under review, with a view to identifying any action that may need to be taken under the relevant private sector housing

legislation. The Act also established the framework for the inspection and assessment of properties under the Housing Health and Safety Rating System (HHSRS).

- 1.2.2 Article 3 of the Regulatory Reform (Housing Assistance) (England and Wales) Order 2002 gives local authorities the power to provide assistance (either directly or indirectly) to any person for the purpose of improving living conditions in the local authority area. The clause allows this assistance to be provided in any form, but also contains certain restrictions. Local housing authorities have the power to make assistance subject to certain conditions, including making repayment or a contribution.
- 1.2.3 Article 4 of the Order prevents local housing authorities from exercising their article 3 power unless they have adopted a policy for the provision of assistance under that article and given publicity to the policy and act in accordance with it.
- 1.2.4 The Care Act 2014 ensures that the focus of the provision of care and support starts with the individual and their needs, and their chosen goals or outcomes. Its underpinning precepts is that the central purpose of adult care and support is to support individuals achieve outcomes that matter to them in their life. Government guidance states *“Local authorities must provide or arrange services, resources or facilities that maximise independence for those already with such needs, for example interventions such as rehabilitation/reablement services, e.g. community equipment services and adaptations.”* The guidance goes on to state *“Integrated services built around an individual’s needs are often best met within the home. The suitability of living accommodation is a core component of an individual’s wellbeing and when developing integrated services, local authorities should consider the central role of housing within integration.”*
- 1.2.5 The Housing Grants, Construction and Regeneration Act 1996 (as amended) sets out the legislative basis for Disabled Facilities Grants.
- 1.2.6 RCC has also taken account of its duties under the Equality Act 2010 to promote equality for groups with protected characteristics when delivering its services. An assessment has been carried out and is available on request.

1.3 Commencement and transitional arrangements

- 1.3.1 This revised policy shall have effect from 1st June 2017.
- 1.3.2 From 1st June 2017 a valid application for assistance made under a power derived under article 3 of the Order will be determined under the provisions of the policy described in this document.
- 1.3.3 Grants approved before this policy came into force are covered by the terms of the Private Sector Housing Renewal Policy 2009, except in cases where

the recipient could benefit under the change of rules regarding the discretionary waiving of repayment of Disabled Facilities Grant.

2.0 THE NATIONAL CONTEXT

2.1 The Housing Health and Safety Rating System

2.1.1 The Department for Communities and Local Government's (DCLG) English Housing Survey 2014 – 2015 stated:

- Of the estimated 22.5 million household in England in 2014-15, 14.3 million (65%) were owner occupied. 4.3 million (19%) households were privately renting and 3.9 million (17%) households lived in the social rented sector
- In 2014 4.6 million homes failed to meet the decent homes standard. The private rented sector had the highest proportion of non-decent homes (20%). 19% of owner occupied home failed to meet the decent homes standard
- The energy efficiency of English housing stock has continued to improve and in 2014 the average Standard Assessment Procedure (SAP) rating was 61 (out of 100) compared to 45 in 1996.

2.1.2 The Housing Act 2004 brought about changes to the way in which properties are assessed and has replaced the former system based on the test of fitness for human habitation. The Housing Health & Safety Rating System [HHSRS] assessment process incorporates a full inspection of the residential premises to identify any deficiencies. The inspecting officer will judge whether the deficiencies mean that there are any hazards that are significantly worse than the average for residential premises of that age and type. The inspecting officer then assesses the likelihood of an occurrence that could cause harm over the next twelve months and the severity of the outcomes from such an occurrence.

2.1.3 A hazard is a situation where there is risk of harm. The hazards assessed by the inspecting officer are:

- Damp and mould growth – exposure to dust mites, damp, mould or fungal growth
- Excess cold – exposure to low temperatures
- Excess heat – exposure to high temperatures
- Exposure to asbestos & manufactured mineral fibres
- Biocides – exposure to chemicals used to treat timber and mould growth

- Carbon Monoxide and fuel combustion products – exposure to carbon monoxide, nitrogen dioxide, sulphur dioxide and smoke
- Ingestion of lead
- Exposure to radiation (e.g. radon gas)
- Exposure to uncombusted fuel gas
- Exposure to volatile organic compounds
- A lack of adequate space for living and sleeping
- Difficulty in keeping the dwelling secure against unauthorised entry
- A lack of adequate lighting
- Exposure to noise
- Domestic hygiene, pests and refuse – poor design, layout or construction such that the dwelling cannot readily be kept clean, exposure to pests; an adequate provision for the hygienic storage and disposal of household waste
- Food Safety – an inadequate provision of facilities for the storage, preparation and cooking of food
- Personal hygiene, sanitation and drainage – an inadequate provision of facilities for maintaining good personal hygiene, sanitation and drainage
- Water supply – an inadequate supply of water free from contamination, for drinking and other domestic purposes
- Falls associated with toilets, baths, showers or other washing facilities
- Falling on any level surface or falling between surfaces where the change of level is less than 300 mm
- Falling on stairs, steps or ramps where the change of level is 300 mm or more
- Falling between levels where the difference in levels is 300 mm or more
- Exposure to electricity
- Exposure to uncontrolled fire and associated smoke
- Contact with controlled fire or flames, hot objects, liquid or vapours
- Collision with, or entrapment of body parts in doors, windows or other architectural features
- An explosion in the dwelling
- The position, location and operability of amenities, fittings and equipment
- The collapse of the whole or part of the dwelling.

2.1.4 To allow for the comparison of the significance of the widely differing hazards, the HHSRS uses a formula to generate hazard scores. Hazards are classified as either Category 1 or Category 2.

2.1.5 The Housing Act 2004 imposes a duty on Local Authorities to deal with

identified Category 1 hazards and a power to deal with Category 2 hazards. Providing financial assistance to owner occupiers who have low incomes or who are at risk - as well as taking appropriate and proportionate enforcement action - are two ways Local Authorities may exercise that duty and power.

2.1.6 The Decent Homes Standard applies to both the social and private housing sectors. To meet the decent homes standard, a property must:

- (i) be free of health and safety hazards assessed as Category 1 under the Housing Health & Safety Rating System
- (ii) be in a reasonable state of repair
- (iii) have reasonably modern facilities (i.e. kitchen and bathroom) and
- (iv) provide a reasonable degree of thermal comfort (i.e. adequate heating and insulation).

2.1.7 In 2015 there were an estimated 600,000 empty homes in England of which 200,000 were long term empty (empty for more than 6 months). Bringing empty property back into use will contribute towards the increase of the supply of available housing with the potential reduction of homelessness. This coupled with community related benefits including the enhancement of local neighbourhoods, the reduction of vandalism and anti-social behaviour and the improvement of housing standards should be priorities for councils to improve the quality of life and the environment of their residents.

2.2 Housing and Health

2.2.1 The Building Research Establishment (BRE), supported by the Chartered Institute of Environmental Health, published a report “The Cost of Poor Housing to the NHS” in 2010. Using BRE methodology developed for this study, it was estimated that it was costing the NHS some £600 million per annum in first year treatment costs to leave people living in the poorest housing in England (that which has a HHSRS Category 1 hazard). A later review of the methodology and data sources suggested that this figure was an underestimate and a more realistic cost to the NHS was £1.4 billion per annum for people living in the poorest 15% of housing stock in England rising to £2.0 billion when all homes with a significant HHSRS hazard were present.

2.2.2 A comparison was made of the costs to the NHS from other common health hazards, illustrated in the table below:

Risk Factor	Total Cost Burden to the NHS
Physical Inactivity	£0.p - £1.0 billion
Overweight & Obesity	£5.1 - £5.2 billion
Smoking	£2.3 - £3.3 billion
Alcohol Intake	£3.2 billion
Housing	£1.4 - £2.0 billion

Housing Cost to NHS compared with other common health hazards

2.2.3 The estimate for housing is perhaps similar to that of smoking or alcohol but programmes to educate people on the health and safety risks in their own homes are not as prevalent as these other health hazards.

2.2.4 The BRE produced a research paper “Homes and Ageing in England”, again using the methodology devised for “The Cost of Poor Housing” Report and the English Housing Survey (EHS). The key messages from this research were:

- Over one fifth of all older household groups (55 – 64, 65 – 74, over 75 and over 80) lived in a home that failed to meet the Decent Homes standard.
- 780,000 households aged 55 years and over were in fuel poverty.
- 1.3 million households aged 55 years and older lived in a home with at least one category 1 hazard.
- The BRE estimates that, for older households aged 55 years or more, the cost of poor housing to the NHS (for first year treatment costs) is £624 million with these costs dominated by excess cold hazards and those associated with falls (on stairs and on the level).
- The proportion of older households living in a home with the four “visitability” accessibility features assessed by the English Housing Survey (level access, flush threshold, WC at entrance level and sufficiently wide doors and circulation space) ranged from 4% (aged 55 – 64 years) to 7% (aged 80 years and over). Around a fifth of homes occupied by all age groups aged 65 years and over had none of these key features and this figure was 24% for households aged 55 – 64 years. A permanent home for a person with restricted mobility requires suitable parking, downstairs living space, shower on the ground floor, wheelchair turning space, bed space on the ground floor and the entrance illuminated or covered. The research estimated that only 110,000 dwellings (0.5%) were fully accessible.

2.2.5 Disabled Facility Grants provide funding to older and disabled people in owner occupied, private rented and registered provider properties to help them make changes to their home environment. Facilities can include the installation of showers and lifts and suitable ground floor wheelchair accessible rooms in order for them to remain living in their own homes and reduce the cost of care.

2.2.6 The Public Health Outcomes Framework “Healthy Lives, Healthy People: Improving Outcomes and Supporting Transparency” (Dept of Health 2013, updated 2015) sets out desired outcomes for public health and how they will be measure. Many of the measurements have links to housing including falls and injuries in over 65s, Fuel Poverty and Excess Winter Deaths.

2.2.7 Through the Energy Act 2013, the Government changed the definition of fuel poverty in England to the Low Income High Costs Indicator (LIHC). Using LIHC, a household is considered to be fuel poor if:

- they have required fuel costs that are above average (the national median level)
- were they to spend that amount, they would be left with a residual income below the official poverty line.

2.2.8 Radon is a natural radioactive gas which is present in all parts of the UK. In some parts of the County, some buildings contain a higher than average amount of radon due to local geological conditions. Sometimes, owners of older properties need to carry out works in order to reduce radon to a safe level. This can help to prevent health problems in the future.

3.0 THE RUTLAND CONTEXT

3.1 Housing Conditions and Priorities

3.1.1 There are currently 16,846 dwellings in Rutland (source: Housing Flows Reconciliation Return 2016). Rutland is part of a Housing Market Area (HMA) which also consists of South Holland, South Kesteven and Peterborough councils' areas. The Census 2011 (quoted in Strategic Housing Market Assessment 2014) found that 70% of properties were owner-occupied, 11% were social rented and 16% private rented.

3.1.2 The vision for Rutland's Housing and Homelessness Strategy 2017-22 is: "fair access to suitable and sustainable housing for everyone in Rutland, particularly those whose needs are not readily met through the open market."

3.1.3 The strategy supports RCC's Corporate Plan and the Adult Social Care Strategy. Two of the Housing and Homelessness Strategy's aims are particularly relevant to the Private Sector Housing Renewal Policy:

- **Aim 2 – Provide targeted support for vulnerable households**
 - *Working with partner organisations to see that people get the help or advice they need to remain safe and independent.*
- **Aim 4 – Ensure existing homes are fit-for-purpose**
 - *Safe, warm, occupied homes with the adaptations people need.*

3.1.4 There are four cross-cutting themes that underpin how the Housing and Homelessness Strategy's Aims are delivered. These are equally relevant to the Private Sector Housing Renewal Policy:

- a good quality service which is within available resources

- promoting independence, through where possible, prevention and early intervention
- safeguarding adults at risk, children and young people in line with Council policy
- partnership working.

3.1.5 Rutland has a strong housing market, but one which is challenged by affordability issues, a housing stock with more than the average number of bedrooms and an ageing population. Further information on this and its implications is in the Housing and Homelessness Strategy and in the Strategic Housing Market Assessment.

	Number of properties with 1 bedroom	Number of properties with 2 bedrooms	Number of properties with 3 bedrooms	Number of properties with 4 or more bedrooms
East Midlands	8%	27%	45%	19%
Housing Market Area	8%	25%	44%	23%
Rutland 1/8/12	5.6%	20.3%	46.4%	27.7%
Rutland 31/3/15	5.7%	20.4%	46.0%	27.9%
<i>Rutland change in units 1/8/12 to 31/3/15</i>	<i>40</i>	<i>70</i>	<i>90</i>	<i>130</i>
Rutland: presumed new build 1/8/12 to 31/3/15	12.1%	21.2%	27.3%	39.4%

Source: Rutland - calculated from VOA data from HI4EM; East Midlands & HMA data from Table 6 SHMA 2014 from Census 2011

3.1.6 Key findings of the stock modelling which informs this Policy are summarised below.

Indicator	Private Sector Stock		
	Rutland	Rutland %	2011 EHS England %
No of private dwellings	14,320 ¹		
All Category 1 hazards	2,450 ²	17%	17%
Falls	1,486 ³	10%	10%
Disrepair	1,019 ⁴	7%	11% ⁵
Damp	466 ⁶	3%	4% ⁷

Estimates of dwellings meeting key indicator criteria

¹ CLG Live Table 100, 2015 plus private sector completions from AMR 2015/16.

² I.e. Bands A to C, Private Sector House Condition & Energy Survey Report 2005 draft.

³ Rutland average across 2005 survey area for moderate & severe risk.

⁴ Decent Homes definition for Rutland, BRE 2007 model, HI4EM table, adjusted to current stock levels.

⁵ English Housing Survey 2011, Annex Table 3.16, 'substantial disrepair'.

⁶ Rutland average across 2005 survey area for moderate & severe risk.

⁷ English Housing Survey 2011, Annex Table 3.16, 'damp in one or more rooms'.

- 3.1.7 There are no areas of private sector housing in Rutland which are in need of area based improvement.
- 3.1.8 RCC transferred its housing stock of 1,242 dwellings to Spire Homes on 9 November 2009, following an evaluation of options for bringing the dwellings up to the Decent Homes Standard. The sale price Spire had to pay for the homes took into account the future income from their continued use as social rented housing and the amount of work which needed to be carried out to the properties. By 2015, Spire had:
- spent £21 million on improvements
 - replaced 956 kitchens & 920 bathrooms
 - upgraded 745 heating systems
 - replaced 176 roofs
 - carried out environmental improvements
 - regenerated two run-down garage sites and a low demand sheltered housing scheme at Branston Road, Uppingham and replaced them with 38 homes (36 of which were affordable)
 - had plans well advanced to regenerate a low demand sheltered housing scheme at Beckworth Court, Empingham and refurbish or replace outdated concrete housing at a range of locations.
- 3.1.9 The vast majority of the other housing association properties in Rutland are new builds constructed from 1980 onwards and are generally in good condition.
- 3.1.10 The Housing and Homelessness Strategy 2017-22 contains a target to reduce the number of properties vacant in Rutland for more than 6 months by 15% between 31/3/16 and 31/3/19. The Empty Homes Officer, employed by Peterborough City Council in a shared service arrangement, works actively with owners and partners to bring empty properties back into use.
- 3.1.11 There are a relatively small proportion of housing association properties which some tenants may still find unsatisfactory. These are addressed in more detail in our Home Energy Conservation Act Progress Report 2017.

3.2 Housing and Health

- 3.2.1 RCC recognises the threat cold or damp homes can pose to vulnerable people, through depression, stroke, heart disease and pneumonia. These can contribute to excess winter deaths. Safe, warm and good quality housing can promote good health, good employment and good educational attainment for Rutland's residents.
- 3.2.2 RCC promotes the reduction of energy consumption, to help residents save

money and reduce carbon emissions. It is also a priority for RCC's Child Poverty Strategy, Housing Strategy and Private Sector Housing Renewal Policy and has also been considered through the recent work by the Council's Scrutiny Panels on Poverty in Rutland. RCC's Home Energy Conservation Act Progress Report 2017 sets out further statistics regarding property condition and targets for reducing fuel poverty locally through information and practical action.

3.2.3 The table below shows the proportion of fuel poor households in Rutland against the Low Income High Costs target.

	2011	2012	2013	2014
Rutland	13.6%	11.9%	9.3%	10.6%
East Midlands	13.3%	13.2%	10.4%	10.1%
England	11.1%	10.8%	10.4%	10.6%

Proportion of fuel poor households (all tenures)

3.2.4 Housing is one of the 'Wider Determinants of Health' and is an integral part of RCC's social care assessment and support planning responsibilities under the Care Act 2014. The Rutland Health and Wellbeing Board oversees RCC's public health responsibilities.

3.2.5 RCC's Adult Social Care Strategy (the Future of Adult Social Care in Rutland) sits alongside other complementary strategies, notably the Better Care Together programme and Rutland's Better Care Fund plan. The latter is a locally-held budget to improve the ways health services and social care services work together, starting with services for older people and people with long term conditions, to support them to remain independent for as long as possible and to reduce the risk of non-elective admissions to acute settings.

3.2.6 As a result we have embedded a fully integrated and multi-disciplinary hospital and reablement team to support the hospital discharge process. The team works closely with health partners both in our local health area and across borders. Its assessments and the delivery of care are therapy led which seeks to improve wellbeing and maximise independence and continues to support people in the community after discharge for a maximum of six weeks.

3.2.7 Disabled Facilities Grants are now a component within the Better Care Fund. We are looking at flexibilities within the Better Care Fund to see if our increased Disabled Facilities Grant funding can be used in a more flexible way, to maximise the benefits for service users.

3.2.8 These programmes are integrating social care with health services, to extend the range and reach of provision in the community. Projects are supporting falls prevention through awareness-raising about hazards and accessible design in the home, which may in turn influence people's own housing choices.

3.2.9 RCC funds a range of organisations which can provide advice to service users, including Citizens' Advice Rutland, specialist advocacy and support groups and the Home Improvement Agency. It may also be appropriate for service users to seek their own legal advice in some cases.

4.0 HELP TO ADDRESS FUEL POVERTY

4.1 RCC works with partners to provide advice on home energy efficiency and choosing a cost-effective energy tariff. The Energy Company Obligation (ECO) is a government energy efficiency scheme to help reduce carbon emissions and tackle fuel poverty. Under the scheme, larger energy suppliers have to deliver energy efficiency measures to homes and are given targets based on their share of the domestic gas and electricity market. The scheme focuses on the installation of insulation and heating measures and supports vulnerable consumer groups. RCC commissions services to advise customers on options and where to seek advice. Information is also available from the national Energy Saving Advice Service on 0300 123 1234 and from RCC's website www.rutland.gov.uk.

4.2 ECO is likely to be renamed by the Government in around 2018 and become the Fuel Poverty Obligation. It is also expected to include local flexibility for councils to guide where a proportion of this funding is spent by providers, although the money is unlikely to come to RCC directly. RCC's main priorities regarding local flexibility are included in the Home Energy Conservation Act (HECA) Progress Report 2017 and were taken from the Private Sector Housing Renewal Policy in force at March 2017. In the context of prioritising independent living, RCC aims to:

- a. reduce the number of fuel poor households;
- b. improve levels of energy efficiency in private sector housing and reduce carbon dioxide emissions;
- c. target resources to households on specified benefits, to older households and lower income households with children.

4.3 Further information, including statistics on energy efficiency in Rutland, is in the HECA Progress Report and in RCC's Housing and Homelessness Strategy.

4.4 There is also a limited amount of remaining funding for exceptional cases such as emergency boiler replacements for vulnerable households in exceptional circumstances, which is likely to no longer be available before the end of 31 March 2018. Priority will be given to owner-occupiers who have a Category 1 hazard for Excess Cold and who are on means-tested benefit or who have a low gross household income of less than £20,000 per year and who cannot reasonably afford the work from savings.

5.0 DISABLED FACILITIES GRANTS (DFGs)

5.1 Mandatory DFGs

5.1.1 Applicants for DFG should be referred by a relevant occupational therapist or a relevant healthcare professional.

5.1.2 The following types of work, when recommended for a disabled, frail and/or older person by the occupational therapist, are eligible for grant provided it is “necessary and appropriate” and “reasonable and practicable” having regard to the age and condition of the property:-

- Making the building or dwelling safe
- Facilitating access to and from the building
- Facilitating access to or providing a bedroom
- Facilitating access to the principal family room
- Provision of a room containing a bath or shower or facilitating the use of such a facility
- Provision of a room containing a WC or facilitating the use of such a facility
- Provision of a room containing a wash hand basin or facilitating the use of such a facility
- Facilitating the preparation and cooking of food (only if used by the disabled person)
- Providing or improving a heating system
- Facilitating the use of power, light or heat by altering the same or by providing additional means of control
- Facilitating access and movement around the dwelling to enable the disabled person to provide care for another person.

5.1.3 The provisions governing Mandatory DFGs are set out in the Housing Grants, Construction and Regeneration Act 1996, as amended by the Regulatory Reform (Housing Assistance) (England & Wales) Order 2002.

5.1.4 A statutory limit of £30,000 applies to all DFGs in any one application and will be subject to a means test on the disabled person, his or her spouse and any dependent children.

5.1.5 The parents of disabled children are not means tested for DFG applications.

5.1.6 To qualify for assistance an applicant should be the homeowner or tenant, but the grant is available to adapt the home to meet the needs of any disabled person living in the property to enable them to continue living there.

Landlords may also apply for a DFG on behalf of a disabled tenant but must satisfy the requirements of future occupancy. Tenants of housing associations / Registered Providers of social housing can apply for DFGs and are assessed for needs on the same basis as private owners and under the same means testing arrangements, with the proviso that RCC will liaise with Registered Providers of social housing to award tenants who are entitled to a mandatory DFG funding on a 50:50 split or any other funding amount agreed.

5.1.7 Customers in receipt of the following income related benefits at the time the application is made, will be exempt from the means testing process.

- Income support
- Income-related Jobseeker's Allowance
- Income based Employment Support Allowance
- Guaranteed Pension Credit
- Housing Benefit
- Working Tax or Child Tax Credit with income under £15,050 (subject to review)
- Universal Credit

5.1.8 Where the works cost over £30,000 and the applicant and/or their family is considered to be in financial hardship:

- The Home Improvement Agency will investigate alternative means of funding, including charitable contributions to meet the applicant's costs above the value of the DFG.
- If alternative sources of funding are not forthcoming, consideration will be given, subject to funding, to awarding a discretionary DFG in addition to the mandatory DFG.

5.1.9 All large scale proposals will be subject to a feasibility visit by a relevant Occupational Therapist, Surveyor and a grants Officer attending on behalf of RCC. The feasibility visit will look at the disabled person's needs identified by the Occupational Therapist and establish the most suitable housing solution to meet those needs.

5.1.10 The most cost effective adaptation that meets the customer's needs will be recommended for grant aid. In most cases, properties can be adapted internally rather than extended.

5.1.11 If the property does not lend itself to internal adaptation, consideration will be given to assessing the disabled person's (and family's) ability to relocate to a more suitable property. The Disabled Person's Relocation Grant is covered in section 8 of this policy.

5.1.12 Only when internal adaption, rearrangement or relocation is not feasible will consideration be given to providing additional sleeping and/or bathing accommodation by way of an extension to the existing dwelling.

- 5.1.13 Other than in exceptional circumstances agreed by RCC, all DFGs are project managed and delivered by the Home Improvement Agency. A fee for this service is charged and in most circumstances will be included in the grant award.
- 5.1.14 In circumstances where the applicant wishes to and can demonstrate to RCC that they have the financial resources to pay for an enhanced scheme which exceeds that which RCC has deemed necessary to meet the needs of the disabled person, RCC may consider funding elements of the adaptation which it could have funded under the mandatory DFG.
- 5.1.15 Grant aid can be given to enable a disabled occupant access around the dwelling in order to care for another person who normally resides there. This may include spouse, partner or a family member, another disabled person or a child. The dependent being cared for need not be disabled. Such works could include adaptations to part of the dwelling to which the disabled person would not normally need access but which is used by a person to whom they are providing care.

5.2 Discretionary top-up to mandatory DFGs

- 5.2.1 A Discretionary Grant up to £20,000, subject to available funding, may be awarded in order to provide assistance where the cost of eligible works exceeds the current mandatory maximum grant limit of £30,000. The Discretionary Grant will contribute to the total cost of eligible works to meet the needs of the disabled person as assessed and recommended by the Occupational Therapist. All work must be “necessary and appropriate” and considered “reasonable and practicable”.
- 5.2.2 The arrangements for the Test of Resources are the same as for mandatory grants, except that those households which have to pay the mandatory £30,000 themselves can be assessed to see whether they would be entitled to assistance towards a top-up.
- 5.2.3 The applicant must have an owner's interest in the property or be a leaseholder with a legal obligation to repair with a minimum of 5 years left unexpired. The charge on the adapted property will last for 10 years from the completion of the Discretionary Top-up and will be placed on the local land charges register.

6.0 MAKING A VALID APPLICATION

- 6.1 The applicant has to provide all such information and/or evidence (including information relating to the disabled person's financial circumstances) as may reasonably be required for determining an application for a grant, including the number of quotations requested by the HIA or RCC.

6.2 An owner's application will only be considered as valid if it is accompanied by an owner-occupation certificate.

6.3 A tenant's application will only be considered as valid if it is accompanied by a tenant's certificate and a statement of consent to the works signed by the person who, at the time of application, is the landlord under the tenancy.

6.4 **Determining a valid application for grant – eligibility conditions**

All applications will be managed by the appointed Home Improvement Agency under contract with RCC and the proposed works, their cost and the level of fees must constitute good value for money in the opinion of RCC. Applicants must be willing to agree by any reasonable conditions imposed by RCC to protect public funds from misuse.

7.0 DISCRETIONARY ASSISTANCE

7.1 A discretionary grant to support Health, wellbeing and Prevention policy priorities (HaP Grant), subject to available funding, may be awarded in addition to, or as an alternative to the DFG to offer flexible support to disabled and vulnerable clients in order for them to live independently, to return from hospital and/or to potentially reduce expensive care packages and/or to make a carer's role more sustainable.

7.2 All work must be "necessary and appropriate" and considered "reasonable and practicable" and shall not in any case exceed £10,000. HaP Grants cannot be awarded for elements of work that are within the scope of DFGs or Discretionary top-up to mandatory DFGs.

7.3 The use of HaP Grants to support health, wellbeing and prevention policy priorities will be provided under the Regulatory Reform (Housing Assistance) (England and Wales) Order 2002 for the following types of adaptations (where it is not part of a larger adaptation) and prioritised at the multi-agency Disabled Facilities Grant meeting:

- Bathroom conversions to wet rooms
- Stairlifts
- Equipment to facilitate single handed care such as Ceiling Track Hoists
- Access such as ramping
- Necessary work to promote a hospital discharge, prevent readmission, or deterioration of health.

7.4 To qualify, the applicant must have an owner's interest in the property or be a leaseholder with a legal obligation to repair with a minimum of 5 years left

unexpired. A legal charge will be placed on the property for 10 years where RCC's contribution exceeds £5,000.

7.5 RCC may limit awards to help ensure a more even spend of the funding available for grants under this scheme and/or introduce a Test of Resources if necessary on the same basis as Disabled Facilities Grants.

7.6 **Joint residency arrangements for a disabled child**

These cases will be considered on a case by case basis. Please refer to Annex C, point 58, page 104 of the Home Adaptations for Disabled People: A detailed guide to related legislation, guidance and good practice.

8.0 **DISABLED PERSON'S RELOCATION GRANT**

8.1 Applications for assistance to move to more suitable accommodation may be approved if:

a) An adaptation recommendation has been received from a relevant occupational therapist or a relevant healthcare professional.

b) In RCC's opinion the disabled person's existing accommodation is not reasonably and practically capable of being adapted to meet the needs of the disabled person or for cost or social reasons.

8.2 To qualify, the applicant must have an owner's interest in the property or is proposing to acquire an owner's interest or be a leaseholder with a legal obligation to repair with a minimum of 5 years left unexpired. Tenants moving into housing association (or registered provider of social housing) properties will be considered on a case by case basis. The new property must be the disabled person's main residence.

8.3 The Relocation Grant scheme will be subject to the same Test of Resources as the mandatory Disabled Facilities Grant scheme unless the relocation is for a disabled child in which case no test will be applied.

8.4 No repeat relocation grants will be awarded.

8.5 A visit will be made to the property being considered for relocation by a grants Officer attending on behalf of RCC and a relevant Occupational Therapist to ensure that it is suitable and will meet the needs of the disabled person.

8.6 A DFG may also be subsequently awarded after relocation in order to provide internal adaptations to meet the disabled person's needs within Rutland.

8.7 An award made under this section may include the cost of expenses (not exceeding £5,000) considered reasonable. The maximum grant payable will be £30,000 which includes both the relocation element and the adaptation costs in the new property.

- 8.8 Disabled Person's Relocation Grants will be secured as a legal land charge for a period of 10 years from the certified completion date and will be required to be repaid on sale or transfer of the freehold or leasehold.
- 8.9 Where an award has been made under this section of the Policy and the applicant deceases before the relocation has taken place, RCC may decide not to pay some or all of the relocation grant.
- 8.10 Disabled Person's Relocation Grant is discretionary and is provided subject to funding availability.

9.0 CONDITIONS ON FINANCIAL ASSISTANCE

- 9.1 This section will apply when an owner occupier's application for assistance has been approved by RCC and an offer made to the applicant which the applicant has accepted. The term "assistance" means any form of financial assistance approved for the purpose of housing renewal, maintenance, improvement or adaptation. "Condition" means any condition attached to any such assistance. Grants approved before this policy came into force are covered by the terms of the Private Sector Housing Policy 2009, except in cases where the recipient could benefit under the change of rules regarding the discretionary waiving of repayment of Disabled Facilities Grant.
- 9.2 Any reference to "owner" or "person responsible" is to be taken to mean any owner or other person who is responsible for the relevant condition(s), assistance either singly or jointly. This includes the original person(s) who applied for and/or received the assistance, as well as any other person who has subsequently become responsible for any condition as a result of acquiring the property or an interest in it.
- 9.3 Conditions come into force from the date the assistance is approved so that RCC may recover any interim payments or costs incurred where necessary. Where a condition period is specified, this takes effect from the certified date of completion of the eligible works.
- 9.4 The premises must qualify as a dwelling for the purpose of payment of Council Tax. Any financial assistance and related conditions will be secured as a legal charge against the property, where breach of condition would require the repayment of all or part of the assistance. This charge will not be removed until either the condition period expires or until the assistance is repaid, together with any interest that may apply.
- 9.5 In some cases, if the conditions are broken RCC may specify that only part of the assistance has to be repaid. In these cases the charge will be removed upon payment of the specified part of the assistance.
- 9.6 Where RCC has the right to demand repayment, it may at its discretion

determine not to demand payment or to demand a lesser amount if the recipient of the grant would suffer undue financial hardship (or be unable to make a move necessary for welfare reasons) were s/he required to repay all or any of the grant, taking into account his/her care and medical needs and those of any family member who is disabled, aged over 75, or a person at risk.

- 9.7 A charge on the property is binding on any person who is, for the time being, an owner of the property concerned.
- 9.8 Where a condition is in force, RCC may require the person responsible to provide any information to satisfy RCC that the condition is being complied with. RCC can require this information in writing or in any other reasonable form. It is a condition that this information is provided in a reasonable time period specified by RCC and as fully, accurately and honestly as reasonably possible. Failure to comply with this requirement is a breach of conditions in itself and the assistance, or part assistance where this is specified, must then be repaid to RCC.
- 9.9 It is the responsibility of the person responsible for any condition to demonstrate to RCC's satisfaction that the condition is being complied with. Failure to do so will be treated as failure to comply with the condition. RCC does not have the burden of having to prove that the condition is not being complied with.
- 9.10 Any reference to a member of a person's family is to be taken to mean someone who is their:
- Parent
 - Grandparent
 - Child
 - Grandchild
 - Brother or Sister
 - Uncle or Aunt
 - Nephew or niece
 - Long term foster relation / guardian.

A relationship by marriage is treated as if it were a relationship by blood. A half-blood relationship is treated as a full blood relationship.

- 9.11 "Disposal" means
- A conveyance of the freehold
 - An assignment of the lease - where the lease was used to qualify for the assistance, e.g. a long lease that was treated as effective ownership
 - The grant of a lease, other than a mortgage term, for a term of more than 21 years otherwise than at a rack rent

- In the case of a mobile home or a houseboat, the sale, pledge or assignment of the mobile home or houseboat.

It is assumed that any option to renew or extend a lease or sub-lease, whether or not forming part of a series of options, is exercised and that any option to terminate a lease or sub-lease is not exercised. Also, the grant of an option enabling a person to call for a disposal shall be treated as such a disposal made to that person.

- 9.12 An exempt disposal means that there is no requirement to repay. However, all the conditions do then continue to apply and are binding upon the person or persons to whom the disposal is made for the remainder of the condition period. A disposal is classed as exempt where the person, or each of the persons, to whom it is made is:
- The person, or one of the persons, by whom the disposal is made
 - A member of the family of that person, or one of those persons
 - The spouse or former spouse of that person, or one of those persons, in the case of a company, an associated company of the company by whom the disposal is made.
- 9.13 No retrospective application or request for financial assistance will be considered where the relevant work has already started or completed.
- 9.14 Unless otherwise specified, all relevant work must be completed, to the satisfaction of RCC, within 12 months of the approval date of the assistance. RCC may agree, in writing, an extension to this period, but this will only be done if there is an extremely good reason.
- 9.15 Work must be carried out by the contractor who provided the estimate or who was allocated from the Schedule of Rates Framework on which the assistance was based. RCC – or organisations acting on its behalf – will carry out checks on all properties receiving grant assistance. The check will consider information provided in the application process as well as the quality and cost of the works carried out. Access **must** be provided for the purpose of follow up surveys if a property is selected. Failure to provide access could lead to a requirement for the grant to be repaid.
- 9.16 A grant will only be paid when RCC receives a satisfactory invoice in relation to the work, together with any supporting documentation or information requested by the RCC.
- 9.17 The approval of assistance does not give or imply RCC's approval of any consents that may be required, such as planning permission or Building Regulation consent.
- 9.18 It is a condition of any assistance that the applicant takes all reasonable steps

to pursue any insurance or legal claim that may be relevant to any part of the work to be carried out and to repay RCC the assistance, so far as appropriate, out of the proceeds of such a claim. A claim is relevant if it relates to any damage or defect to the property, to the extent that the works required to make good damage or defect are works to which the assistance relates. It is also relevant if it is a claim for an injury received elsewhere and is intended in part to pay for adaptations to make housing suitable.

9.19 Conditions will generally be enforced in all cases.

9.20 Condition Periods

Assistance Type	Value	Condition Period from Certified Completion Date	Interest Applied
Mandatory DFG	Amount of Grant over £5,000 to a max of £10,000	10 years	No
Discretionary Top Up DFG	Up to £20,000	10 years	Yes
HaP Grant	Up to £10,000	5 years (10 years where the contribution exceeds £5,000)	No
Disabled Persons Relocation Grant	Up to £30,000	10 years	Yes
Empty Homes Assistance	Up to £20,000	Duration of Lease period	Yes

10.0 OTHER MATTERS

10.1 Decision Review

10.1.1 Any decision made under the Policy may be reviewed at the request of the applicant. The review request should be addressed to the officer who made the decision being appealed against in writing, and within 21 days of the date of the decision letter unless RCC determines otherwise in any particular case.

10.1.2 The review will be conducted by a senior RCC officer not previously

connected with the case (the “Review Officer”).

10.1.3 The Review Officer will make such enquiries and request such evidence as he/she thinks necessary and will inform the appellant in writing of his/her decision within ten working days of receiving such evidence.

10.1.4 Where he/she refuses an appeal, the Review Officer will inform the appellant of his/her rights under the appropriate Council’s complaint procedure and the Local Authority Ombudsman procedure.

10.2 Reviewing the Policy

10.2.1 This Policy was approved by Cabinet on 18 April 2017 and came into force on 1 June 2017. RCC reserves the right to vary the eligibility criteria specified in the policy based on changes to funding amounts, benefit criteria, legislation and national guidance.

10.2.2 Minor changes which do not affect the broad scope of the policy may from time to time be made by the Director for Places (Development and Economy) in consultation with the Director for Places (Environment, Planning and Transport), the Director for People, the Portfolio Holder for Growth, Trading Services and Resources (excluding Finance), the Portfolio Holder for Adult Social Care and Health.

10.2.3 More significant changes to the Policy may be made by Cabinet, including (but not limited to) the addition of appendices to cover any new types of grant or loan that may become available.

10.3 Performance

10.3.1 The performance of the policy will be monitored by the Senior Environmental Services Manager, in consultation with the Deputy Director for People.

10.4 Cases falling outside of the policy

10.4.1 For those applicants whose circumstances fall outside the normal scope of this policy but where they believe that there are exceptional circumstances, the applicant must put their case in writing to RCC’s Senior Environmental Services Manager who will review the circumstances of the case with the Head of Adult Social Care. Should the case be refused the applicant can exercise their right to complain through the appropriate RCC complaints procedure.

**A large print version of this document is
available on request**



Rutland
County Council

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CABINET

18 April 2017

HIGHWAYS CAPITAL PROGRAMME

Report of the Director for Places (Environment, Planning & Transport)

Strategic Aim:	Sustainable Growth	
Key Decision: Yes	Forward Plan Reference: FP/161216/03	
Exempt Information	No	
Cabinet Member(s) Responsible:	Mr T Mathias, Leader, Portfolio Holder for Finance and Places (Highways, Transport and Market Towns)	
Contact Officer(s):	Dave Brown, Director for Places (Environment, Planning & Transport)	01572 758461 dbrown@rutland.gov.uk
	Neil Tomlinson, Senior Highways Manager	01572 758342 ntomlinson@rutland.gov.uk
Ward Councillors	Not applicable	

DECISION RECOMMENDATIONS

That Cabinet:

1. Approves the highway capital programme for 2017/2018 (attached as Appendix A).
2. Notes the indicative programmes for 2018/19 and 2019/20 (attached as Appendices B and C).
3. Approves the use of £378k National Productivity Investment (NPI) funding for design and consultation works to Oakham Town Centre.
4. Approves the continued use of the Midlands Highway Alliance (MHA) Medium Schemes Framework for procuring schemes over the agreed term maintenance contract threshold as part of an alliance with other Midland authorities.
5. Approves the continued delegation of the statutory function for the maintenance of all highway related structures to Leicestershire County Council, under Section 101 of the LGA.
6. Authorises the Director for Places, in consultation with the Portfolio Holder to approve the use of any savings generated from Capital schemes to bring forward schemes from the forward programme (Appendix B and C), or works as may be required to expedite the delivery of capital maintenance works.

1 PURPOSE OF THE REPORT

- 1.1 To consider the allocation of the highway maintenance capital funding for 2017/18 and the indicative allocations for 2018/19 & 2019/20.

2 BACKGROUND AND MAIN CONSIDERATIONS

- 2.1 The Department for Transport (DfT) grant for capital maintenance is not ring-fenced and could be used for other purposes.
- 2.2 Additional funding, such as the Incentive Fund, Pothole Actions Fund and National Productivity Investment fund (NPI) are also not ring-fenced, but how they are used has to be published on the Council website as a condition of acceptance. Use in other areas would affect future allocations.
- 2.3 This report proposes a 2017/18 Highways Capital Programme (see Appendix A) and indicative programmes for 2018/19 and 2019/20 (Appendices B & C).

3 MAINTENANCE SCHEMES

- 3.1 Due to the approval of previous indicative programmes, resources have been allocated to accurately assessing and target costing future schemes. This enables more accurate costs to be presented in the 2017/2018 programme (Appendix A).
- 3.2 The programme of maintenance schemes is driven by the asset management and lifecycle planning based approach, contained within the Highways Asset Management Plan (HAMP) approved by Cabinet on 15th November 2016 (report 160/2016).
- 3.3 Oakham resurfacing works will be taking place once utility works have been completed later this autumn. These works have been delayed from previous years to ensure that new surfacing was not damaged by planned utility work.
- 3.4 Previous maintenance programmes have seen money spent countywide as part of re-surfacing and surface dressing programmes. Due to the longstanding plans to improve Oakham Town Centre, investment in Oakham has been limited for a number of years.
- 3.5 Communication regarding scheme and work delivery will be in accordance with the Stakeholder Communications Plan, approved within the HAMP.

4 INCENTIVE FUNDING

- 4.1 In June 2015, the DfT announced measures to incentivise highway maintenance efficiencies in delivery, asset management, engagement and communication with stakeholders. This is based around a series of 22 questions following which highway authorities are rated as Band 1, 2 or 3. Banding determines the level of addition funding received on top of exiting capital maintenance allocations.
- 4.2 The Council has submitted a banding score of 2 ahead of the target in the corporate plan. This will result in an additional £143k of incentive funding subject to confirmation by DfT.

5 POTHOLE ACTION FUND

- 5.1 Funding from this £153k allocation will be used to augment pre-surface dressing patching budgets, with the specific aim of preventing potholes appearing on the network through good practise and implementation of the HAMP.

6 NATIONAL PRODUCTIVITY INVESTMENT FUND (NPI)

- 6.1 The Council has been allocated £378k from this fund. The funding is intended to be used to reduce congestion at key locations, upgrade or improve the maintenance of highway assets across, to improve access to employment and housing, and to develop economic and job creation opportunities. It is proposed to use this funding to progress the Oakham Town Centre project in place of S106 funding previously approved by Cabinet.
- 6.2 The proposed funding for the Oakham Town Centre project allows for £1.5million towards construction costs to be funded jointly between the Integrated Transport Fund (£903k) and the Highways Capital Maintenance Programme (£600k). The £600k will be made up from £200k to be carried forward from 2017/18, and £400k from the 18/19 allocation. It should be noted that the 18/19 Integrated Transport allocation has not been confirmed by DfT.
- 6.3 Costs are currently being prepared for the consultation and design process and will be reported to Cabinet when finalised.

7 STRUCTURES

- 7.1 Since 1998 RCC has delegated functions relating to highway structures to Leicestershire County Council (LCC) by means of a trading agreement. This agreement has worked efficiently and cost effectively with LCC undertaking the inspections and management of all structures and bridges over 1.5m in span. This involves undertaking inspections and the production of condition reports.
- 7.2 LCC requested that the agreement be updated and costs reviewed. The cost for the agreement has been £14,280 pa since 2010. The revised trading agreement will cost £16,000 pa and will be index linked. RCC market tested this service in around 2012, and quotations were in the region of £25k pa.

8 CONSULTATION

- 8.1 Specific consultation with Members and the public has not been undertaken for individual schemes.
- 8.2 Consultation was undertaken during the approval of the HAMP, on the methodology and process for the identification of highway maintenance programmes.
- 8.3 Scheme specific consultation and communication will take place with affected stakeholders in advance of implementation.

9 FINANCIAL IMPLICATIONS

- CAPITAL PROGRAMME

9.1 The total cost of the proposed capital programme (appendix A) is £2.52m (allowing for £200k to be carried forward to part-fund Oakham Town Centre works in 2018/19). The programme is funded by £1.696m Allocated Maintenance Grant, £143k Incentive Funding, £153k Pothole Action Fund and £378k NPI. In addition, an estimated £150k of unallocated savings from this years' programme will be carried forward into 2017/18.

9.2 The MTFP in report 39/2016 included both the £1.696m Maintenance Grant and the £143k Incentive Funding.

9.3 To accept the NPI funding, RCC must have completed the following:

Confirmed that the £378k of funding from the NPI Fund will be spent on improving local road networks, such as highways and public transport networks. Without this confirmation the Council will not receive the funding. A condition of the subsequent grant allocation was that the Council include on our website information showing how the funding was used.

- STRUCTURES

9.4 The revised trading agreement will cost £16k pa and will be index linked. Annual revenue budgets will be amended from 2018/19 to reflect this. The small pressure in 2017/18 will be met from within highways functional budgets.

10 LEGAL AND GOVERNANCE CONSIDERATIONS

10.1 The Council has a duty under Section 41 of the Highways Act 1980, to maintain the Highway in such a state as to be safe and fit for the ordinary traffic that may reasonably be expected to use it. The capital programme for maintenance must make sufficient provision for the Council to comply with this duty.

11 EQUALITY IMPACT ASSESSMENT

11.1 An Equality Impact Assessment screening has been undertaken and there are no adverse effects due to this policy.

12 COMMUNITY SAFETY IMPLICATIONS

12.1 Well maintained highways contribute towards road safety.

13 HEALTH AND WELLBEING IMPLICATIONS

13.1 Failure to deliver a sustainable maintenance programme will lead to a decline in the quality of the highway networks throughout Rutland, leading to reductions in the quality of:

- Transport links
- Access to safe and useable highways, footway and cycleways, thus promoting activities such as walking and cycling.

14 CONCLUSION AND SUMMARY OF REASONS FOR THE RECOMMENDATIONS

- 14.1 It is recommended that the capital highway maintenance programme in Appendix A be approved to help deliver the Council's strategic aims of "sustainable growth" and to fulfil the Council's statutory duties with regard to highway maintenance and road safety as efficiently as possible.

15 BACKGROUND PAPERS

- 15.1 There are no additional background papers to the report.

16 APPENDICES

- 16.1 Appendix A, B & C - Works Programmes 2017-20

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Proposed Capital Programme 2017/18		
Needs Based Funding Allocation	£	1,696,000.00
Incentive Funding Allocation	£	143,000.00
Pothole Action Fund	£	153,000.00
NPI Funding	£	378,000.00
Un-allocated carry forward from 16/17	£	150,000.00
Total Funding Available	£	2,520,000.00
Maintenance Project	Cost	Basis of Priority
North Street West, Uppingham	£ 102,000.00	Scanner / Inspection
High Street East, Uppingham	£ 150,000.00	Inspection
B668, A606 to Burley Drainage	£ 160,000.00	Scanner / Inspection
Oakham Resurfacing (Station Rd, Church St, Northgate)	£ 430,000.00	Inspection
Oakham Town Centre Design Works	£ 378,000.00	Corporate Plan
Oakham Town Centre - Carry forward to 2018/19	£ 200,000.00	Corporate Plan
Footway Dressing	£ 50,000.00	Inspection
Pre-surface dressing patching	£ 275,000.00	Scanner / Inspection
Surface Dressing	£ 470,000.00	Inspection / Scheduled
Footways	£ 75,000.00	Inspection
Street Lighting Salix Loan Repayment	£ 105,000.00	Salix Loan Repayment
Bridges	£ 125,000.00	Inspection
Total	£	2,520,000.00

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Proposed Capital Programme 2018/19		
Needs Based Funding Allocation	£	1,535,000.00
Incentive Funding Allocation (minimum)	£	224,000.00
Carry forward for OTC from 17/18	£	200,000.00
Total Funding Available	£	1,959,000.00
Maintenance Project	Cost	Basis of Priority
B672, Lyddington junction to Thorpe by Water	£ 220,000.00	Scanner / Inspection
A606 Barnsdale from joint towards Whitwell	£ 170,000.00	Scanner / Inspection
Queens Road, Oakham	£ 40,000.00	Inspection
Oakham Town Centre	£ 600,000.00	Inspection
Footway Dressing	£ 25,000.00	Inspection
Pre-surface dressing patching	£ 254,000.00	Scanner / Inspection
Surface Dressing	£ 370,000.00	Inspection / Scheduled
Footways	£ 75,000.00	Inspection
Street Lighting Salix Loan Repayment	£ 105,000.00	Salix Loan Repayment
Bridges	£ 100,000.00	Inspection
Total	£	1,959,000.00

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Proposed Capital Programme 2019/20		
Needs Based Funding Allocation	£	1,535,000.00
Incentive Funding Allocation (minimum)	£	96,000.00
Total Funding Available	£	1,631,000.00
Maintenance Project	Cost	Basis of Priority
Stamford Rd, Oakham	£ 240,000.00	Scanner / Inspection
B668, A606 to Burley Surfacing	£ 390,000.00	Scanner / Inspection
Footway Dressing	£ 25,000.00	Inspection
Pre-surface dressing patching	£ 276,000.00	Scanner / Inspection
Surface Dressing	£ 420,000.00	Inspection / Scheduled
Footways	£ 75,000.00	Inspection
Street Lighting Salix Loan Repayment	£ 105,000.00	Salix Loan Repayment
Bridges	£ 100,000.00	Inspection
Total	£	1,631,000.00

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CABINET

18 April 2017

INTEGRATED TRANSPORT CAPITAL PROGRAMME

Report of the Director for Places (Environment, Planning & Transport)

Strategic Aim:	Sustainable growth and safeguarding	
Key Decision: Yes	Forward Plan Reference: FP/170217/01	
Exempt Information	No	
Cabinet Member(s) Responsible:	Councillor Tony Mathias, Leader and Portfolio Holder for Finance and Places (Highways, Transport and Market Towns)	
Contact Officer(s):	Dave Brown, Director for Places (Environment, Planning & Transport)	01572 758461 dbrown@rutland.gov.uk
	Dr Rebecca Johnson, Senior Transport Manager	01572 758229 rjohnson@rutland.gov.uk
Ward Councillors	Not applicable	

DECISION RECOMMENDATIONS

That Cabinet:

1. Approves the spend on schemes listed in Appendix A.
2. Approves the recommendations for monitoring and rejection of the schemes listed in Appendix B.
3. Approves the recommendations for feasibility, retention or removal of the schemes listed in Appendix C.
4. Approves the procedural changes set out within this report, including delegated authority to the Director for Places (Environment, Planning and Transport) in consultation with the Portfolio Holder for transport to approve or decline construction of schemes under £5000 and schemes recommended in the feasibility studies.
5. Delegate authority to the Director for Places (Environment, Planning and Transport) in consultation with the Portfolio Holder for transport to create or modify traffic regulation orders (TROs) where this is required as part of a scheme and the changes comply with DfT guidance.

1 PURPOSE OF THE REPORT

- 1.1 To consider the Integrated Transport Capital Programme for 2015/16 and the approval process for future integrated transport schemes.

2 BACKGROUND AND MAIN CONSIDERATIONS

- 2.1 Integrated transport (IT) funding is provided to all highway authorities by the Department for Transport (DfT). The funding is not ring-fenced but the DfT states that it is provided to enable the council to fulfil the following statutory duties:

- Deliver the programme of works and policies set down within the local transport plan (Transport Act 2000); and
- Carry out studies into accidents arising out of the use of vehicles on the highway and take appropriate measures to prevent such accidents (Road Traffic Act 1988).

3 SCHEMES

- 3.1 Feasibility studies have been carried out as approved by cabinet in the last IT Capital Report. Appendix A sets out the proposed spend from the IT budget for 2017/18. Outline details of each scheme can be found in Appendix B. Appendix B also lists the schemes recommended for further monitoring or rejection.
- 3.2 Stakeholder engagement is currently underway on an Oakham Town Centre Improvement Scheme. This is a corporate priority due for construction in 2018, subject to satisfactory consultation and approval. Funding is likely to come from a number of sources including a contribution of around £900k from the IT capital programme in 18/19.
- 3.3 Appendix C lists potential future schemes recommended for feasibility studies. The changes to how schemes have been prioritised are detailed below. Appendix C also lists the schemes that will remain in the programme for reconsideration during 2018/19 and those that will be removed.

4 PROCEDURAL CHANGES

- 4.1 Changes are proposed to the current IT process to streamline it and ensure equitable prioritisation of schemes submitted by parish councils. The new process (shown in Appendix D) will ensure that schemes proceed through the system more quickly and are therefore constructed or removed without undue delay.
- 4.2 In Rutland, parishes can submit requests to the council for schemes that they wish to be considered for IT funding. However this is not the case in many other authorities. The on-going use of IT funding will be considered during the development of LTP4 and at this point some thought will be given to whether allowing parishes to submit their own schemes for consideration is the most appropriate approach.

4.3 ***Accident cluster sites***

4.4 Each year the police accident database is searched to identify any clusters of 3 or more accidents within an area of 50m over the last 3 years. The council has a statutory obligation to undertake assessment of accidents in these locations and where appropriate take action to address the risk factors. Funding for this comes from the IT block.

4.5 It is suggested that accident cluster sites automatically proceed to feasibility and are considered for funding prior to any schemes suggested by parishes in order that the council meets its statutory obligations. Parish council and ward members will be consulted but their support is not essential for a scheme to proceed to construction.

4.6 ***Speed indicator displays***

4.7 With the exception of those listed in Appendix A and B, it is recommended that no new static speed indicator devices (SIDs) are funded through the IT capital programme. Instead it is recommended that 2 mobile SIDs are purchased. This will also apply to vehicle activated signs displaying other messages (typically the speed limit).

4.8 SIDs are documented as being most effective over short periods. The effectiveness of a temporary SID will be evaluated and the case for a permanent one considered on that basis. The devices will not be purchased until requests are received.

4.9 Parishes may still seek approval from RCC to install a SID. In addition to funding the installation, the on-going maintenance and repair costs will be the responsibility of the parish.

4.10 ***Scheme submission***

4.11 Parishes currently have the opportunity to submit integrated transport schemes for consideration. Parish council's must still submit requests via the ['integrated transport capital programme – scheme request form'](#). However, some changes will be made to this form:

- The scheme request form will now ask parishes for a description of the problem and for suggestions regarding a proposed solution.
- If the scheme goes through to the next stage the feasibility study will look to identify if there is a problem and whether there is a practical solution.
- Parishes will be informed that if the feasibility study identifies a recommended solution, then this will be considered by highways and if supported the engineering solution will be put forward for consideration to construct (subject to available budget).
- Parish councils and ward members will not be re-consulted on the recommended option and will be advised of this on the new proposal form.

4.12 The aim of this change is to manage parish expectation regarding potential measures from the beginning of the process, and to ensure the solutions implemented are those that will be the most cost-effective measures to address the problem.

4.13 ***Initial screening***

- 4.14 A revised point based scoring system is proposed to manage the prioritisation process for parish submissions. Appendix E shows the proposed scoring criteria and Appendix F shows how this works in practice for the schemes currently being considered.
- 4.15 The scoring system considers the extent to which addressing the reported problem is likely to:
- Support the achievement of the council aims, objectives and targets;
 - Affect the local and wider environment;
 - Affect the economy;
 - Affect society; and
 - Affect safety.
- 4.16 The scores associated with the council aims, objectives and targets are given more weight in the process than the environmental, economic, societal and safety benefits.
- 4.17 The scoring system also considers the scale of impact and the outline cost to give an approximate assessment of value for money.
- 4.18 Under the new scoring system, at least 3 officers will score the proposals on the initial screening list. One of the officers scoring the proposals must be from the highways team. As far as possible within operational constraints the same three officers will be used for all schemes being considered.
- 4.19 The schemes will be ranked according to their score. Each year the cabinet report will propose that feasibility studies are undertaken for the highest scoring schemes with a cut off based on the likely available budget for feasibility and construction plus 10%. Where the cut off falls on schemes with the same score, the proposal submitted first will be taken forward.
- 4.20 A second screening list of schemes up to the value of the likely available budget for feasibility and construction during the following year will be retained within the process. These schemes will be considered for feasibility alongside any new submissions the following year.
- 4.21 All other proposals will be removed from the initial screening list and the relevant parishes and ward members notified. A scheme can remain on the second screening list for two years before being removed from the process.

4.22 ***Feasibility studies***

- 4.23 Feasibility studies will be commissioned on an on-going basis starting with the accident cluster sites and then the highest scoring schemes. The feasibility studies will result in a recommended option with design and costing if appropriate. Where:
- the recommended option is to 'do nothing': the scheme will be removed from the prioritisation process.

- the recommended option is to monitor and review: this will take place and the scheme will be constructed after the review using the following year's budget or removed from the process following monitoring as appropriate.
- an engineering solution has been recommended: highways will assess the recommendation and make a final decision regarding the scheme proposed for construction. Parishes and ward members will not be re-consulted on the recommended option.

4.24 It is proposed that schemes where engineering is recommended are programmed for construction (subject to available budget) within the same financial year as the feasibility study. This will be enabled through the delegated authority outlined below. Where budget is not available for construction, schemes will be rolled over into the next financial year and placed at the top of the list for construction prior to those proceeding to feasibility in the following year.

4.25 ***Delegated decision powers***

4.26 In order to increase the efficiency and speed of the process, it is proposed that a number of delegated powers are granted to the Director of Places (Planning, Environment and Transport) in consultation with the portfolio holder. These are:

- To approve construction (subject to available budget), review or removal of schemes from the process following completion of a feasibility study. To enable this they will be provided with a business case based on the recommendation identified within the feasibility study. If budget runs out then no further feasibility studies or construction will go ahead until the following financial year.
- To approve or decline spend on, and construction of, small scale road safety schemes up to the value of £5000 and within the proposed £20,000 spend.

4.27 To modify traffic regulation orders (TROs) where an integrated transport capital programme feasibility study has recommended this as part of a scheme and the changes comply with DfT guidance.

5 CONSULTATION

5.1 Parish councils and Ward Members have been consulted on the schemes proposed for construction in Appendix A and are supportive.

5.2 Schemes may require further detailed consultation with any residents who are directly affected by the proposals prior to construction. Statutory consultation will also be required on any traffic regulation orders (e.g. where there are changes to parking restrictions).

5.3 The proposed procedure set in Section 4 and Appendix D details how consultation will be carried out in future.

6 ALTERNATIVE OPTIONS

6.1 A – Do not allocate any of the funding to integrated transport schemes. The funding would be available to allocate to other capital projects.

- 6.2 B – Allocate money for use by the integrated transport capital programme.
(RECOMMENDED OPTION.)
- 6.3 C – Roll all funds over to 2018/19.

7 FINANCIAL IMPLICATIONS

- 7.1 The Council has received a capital grant for Integrated Transport which is not ring-fenced. The schemes listed in Appendix A can be funded by the grant held of £1.243m leaving £904k to be carried forward for future years or used elsewhere.

8 LEGAL AND GOVERNANCE CONSIDERATIONS

- 8.1 The DfT states that Integrated transport (IT) funding is provided to enable the Council to fulfil the following statutory duties:
- Deliver the programme of works and policies set down within the local transport plan (Transport Act 2000); and
 - Carry out studies into accidents arising out of the use of vehicles on the highway and take appropriate measures to prevent such accidents (Road Traffic Act 1988).

9 EQUALITY IMPACT ASSESSMENT

- 9.1 An Equality Impact Assessment (EqIA) has not been completed as a screening Equality Impact Questionnaire was undertaken and no adverse or other significant issues were found that required a full Equality Impact Assessment to be carried out.

10 COMMUNITY SAFETY IMPLICATIONS

- 10.1 Investigation of accident cluster sites will identify if there is scope to undertake improvements that may reduce the number of accidents at these sites.

11 HEALTH AND WELLBEING IMPLICATIONS

- 11.1 Some schemes will encourage walking and cycling, which in turn has the potential to improve health.
- 11.2 A number of the schemes being considered could improve wellbeing due to improvements that tackle both perceived and actual speeding and traffic problems, as well as improving the public realm.

12 CONCLUSION AND SUMMARY OF REASONS FOR THE RECOMMENDATIONS

- 12.1 The recommendations within this report for scheme construction have been made based on the results of feasibility studies undertaken by a highways consultancy in conjunction with feedback from the highways section.
- 12.2 The proposed improvements to the IT capital programme will provide a more robust scoring system that takes into account the new corporate aims and objectives.
- 12.3 The proposed spend is within budget.
- 12.4 Delegated authority has been requested in order to move proposals through the system more quickly. At present it can take up to 3 years for a successful proposal to go from initial submission through to completion of works.

13 BACKGROUND PAPERS

- 13.1 None

14 APPENDICES

- 14.1 Appendix A – Available budget and proposed integrated transport capital programme
- 14.2 Appendix B – Feasibility study recommendations
- 14.3 Appendix C – Prioritisation status
- 14.4 Appendix D - Revised process flow chart
- 14.5 Appendix E - Scoring criteria
- 14.6 Appendix F - Application of scoring criteria

A Large Print or Braille Version of this Report is available upon request – Contact 01572 722577.

Table 1 - Available budget	
Carry forward from 2015/16	£373,044
Carry forward from 2016/17	£458,000
DfT allocation 2017/18	£412,000
Total funds available during 2017/18	£1,243,044
Total spend during 2017/18 (set out in table 2 - below)	£338,750
Carry forward to 2018/19	£904,294

Table 2 - Proposed Integrated Transport Capital Programme 2017/18		
Item	Cost	Basis of Priority
Element A: Small road safety schemes		
- Jules House (formerly Pinewood), Cold Overton Road, Oakham - railings	> £5,000	Delegated
- A1621, South Luffenham - dragon's teeth markings	> £5,000	"
- Springback Way, Uppingham - one Way system and parking bays	> £5,000	"
- Other small road safety schemes that come in throughout 2017/18	> £5,000	"
Element A Total	£20,000	
Element B: Public Transport Improvements (Capital)	£25,000	On going priority
Element C: Public Rights of Way	£25,000	"
Element D: Rutland Access Group	£10,000	"
Element E: Council identified schemes		
- x 2 mobile speed indicator devices (including costs of moving SIDs & maintenance)	£10,000	On going priority
Element E Total	£10,000.00	
Element F: Work list (from 2016/17 feasibility studies)		
- Accident cluster site: Caldecott junction, Gt Easton Rd	£6,500	Accident cluster analysis
- Accident cluster site: Wireless Hill roundabout, Sth Luffenham	£15,000	"
- Accident cluster site: A606 junction A1	£3,500	"
- SID: Thistleton Road, Market Overton	£5,500	Prioritisation process
- Traffic calming: West Road/Braunston Rd, Oakham (subject to receiving approval from parish and ward member)	£55,000	"
- Pedestrian crossing: Main Road, Barleythorpe	£7,500	"
- Traffic calming: Cottesmore (subject to receiving approval from parish and ward members) - S106: £30,000	£88,000	"
- Pedestrian crossing: Ayston Road, Uppingham	£50,000	"
- Contribution deductions	-£30,000	"
Element F Total	£201,000	
Element G: 2017/18 schemes including accident cluster sites (indicative funding split)		
- Feasibility studies: including accident cluster sites	£47,750	On going priority
Element G Total	£47,750	
Total	£338,750	

Appendix B - Feasibility study recommendations

Approve

Scheme	Recommendations
Accident cluster site - Caldecott junction Gt Easton Rd	<ul style="list-style-type: none"> Refresh / improve existing road markings, addition of SLOW markings and rumble strips on the northbound approach. Improve signage: Install new advance direction signs. Reinstate signal warning signs. Reduce speed limit by extending the 30mph speed limit.
Accident cluster site -Wireless Hill roundabout, Sth Luffenham	<ul style="list-style-type: none"> Improve screening on all approaches Increase size of central island from 8m to 14m diameter.
Accident cluster site - A606 junction A1	<ul style="list-style-type: none"> 40mph buffer zone 450 metres westerly from the existing 30mph speed limit to be considered in the annual speed limit review. Accident statistics should be monitored and further options identified implemented if required.
Pedestrian crossing - Ayston Rd, Uppingham	<ul style="list-style-type: none"> Reduce the speed limit to 30mph 165 metres to just south of the roundabout. Install signalled crossing incorporating junction and bus stop improvements.
SID - Thistleton Road, Market Overton	<ul style="list-style-type: none"> Install a solar SID along the Thistleton Road on the approach from Thistleton. Install sign between 30mph limit and the junction to the industry estate.
Pedestrian crossing - Barleythorpe	<ul style="list-style-type: none"> Installation of a zebra crossing in this location to tie into existing tactiles; for school children to safely cross the road to access schools in Oakham
Speed calming and pedestrian crossing - Cottesmore	<ul style="list-style-type: none"> Improved gateway features on both approaches on the B668 as recommended by Aecom but excluding the sharks teeth markings. Relocate the existing vehicle activated sign. Construct build out. Improvements to Ashwell Road junction. Improvements to the B668/Mill Lane junction. Improvements to road markings at B668 and Rogues Lane/Exton Road junctions.
Traffic calming - West Road/Braunston Rd, Oakham	<ul style="list-style-type: none"> Braunston Road/West Road junction improvements, waiting restrictions and H bar markings Co-op access and pedestrian crossing improvements Replacement of Braunston Road mini roundabout with junction plateau Kerb build out priority chicane and relocation of vehicle activated sign Improved gateway feature at the southwest entrance to town Monitor site following installation of traffic calming measures. If monitoring indicates further improvements are required consider installing a zebra crossing in Braunston Road at the rear entrance to Catmose Primary School.

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Monitor

Scheme	Notes
Oakham Town Centre Improvements	<ul style="list-style-type: none"> Corporate priority. Stakeholder engagement currently underway. If approved, funding is likely to come from a variety of sources including a significant contribution from the IT capital programme in 18/19.
Roundabout crossing - A47, Uppingham	<ul style="list-style-type: none"> There are no records of any accidents involving pedestrians at this location.
Accident cluster site - Orange St, Uppingham	<ul style="list-style-type: none"> There have been no recorded accidents at this location since the doctors surgery moved. Therefore, the highways recommendation is to monitor the accident record over the next year to determine whether the recent safe operation is maintained. If not consider introducing kerb build-out crossings on High Street East and widen the footway at the junction with A6003. Introduce designated pedestrian routes across the north side of the Market Place and designated pedestrian routes within Market Place

Pedestrian crossing - Cold Overton Rd, Oakham	<ul style="list-style-type: none"> • There are no accident statistics to support any scheme at this location at present. • Therefore highways recommendation is to do nothing, monitor accident data for the next twelve months
High Friction Surfacing - A606	<ul style="list-style-type: none"> • Accident records show there are no accidents relating to skidding. • Therefore highways recommendation is to do nothing, monitor accident data for the next twelve months
Pedestrian crossing - Barleythorpe Rd, Oakham	<ul style="list-style-type: none"> • Install pedestrian refuges at the junction with Cold Overton Road and realign the eastern kerb line. • Consider installing a pedestrian refuge on Barleythorpe Road north of Park Lane, also consider a zebra crossing or puffin crossing at this location following investigation into the impact a pedestrian refuge may have on the right turn lane capacity. • Highways recommendation is to defer until a decision is made on the West End town scheme. • Consider as part of phase 3 of Oakham town centre
SID - Teigh Road, Ashwell	<ul style="list-style-type: none"> • Install SID on Teigh Road, entering the village. • Consider implementing if alternative funding does not come forward in 17/18.

Reject

Scheme	Notes
High friction surfacing - A6003 junction with B672, Caldecott	<ul style="list-style-type: none"> • Accident report for this area showed no accidents within 16 year period. • Therefore the highways recommendation is to do nothing.
Real time bus information system - countywide	<ul style="list-style-type: none"> • This scheme has previously proposed in the Integrated Transport Capital Scheme 2014-2015. • It was not moved forward as there were mixed responses throughout the Parishes. • There are still mixed reviews for this proposal as the service runs regularly on the hour; some villages are concerned about it effecting the conservation areas. • Highways recommendation is to do nothing due to lack of support from the PC's
SID - Oakham bypass	<ul style="list-style-type: none"> • Install 3 SIDs around the bypass in Oakham: 1) approach along bypass from Uppingham, 2) Burley Road Approach from Burley on the Hill, 3) Ashwell Roundabout, approach from Lands End Way. • These areas have shown the highest accident rates along the bypass and speed surveys undertaken have shown vehicles in excess of limit. • Highways recommendation is to do nothing due to lack of member support.

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Completed with alternative funds

Pedestrian crossing - Catmose College
Zebrite lights on crossing - Melton Road, Oakham
SID - Ashwell Road, Whissendine

Table 1. Schemes proposed to go forward to feasibility 2017/18

SCHEME	Perceived problem	Scaled score	Estimated cost
Accident cluster site - A606, Barnsdale	Accident cluster site.	NA	NA
Accident cluster site - B1081 Old Great North Road, Tickencote	Accident cluster site.	NA	NA
Accident cluster site - C7314 Corner of Ashwell Road/ Whissendine Road, Ashwell	Accident cluster site.	NA	NA
Accident cluster site - C7316 Burley Way, Langham	Accident cluster site.	NA	NA
High Street - Ketton	Camber of footpath making it unsafe for residents using mobility scooters.	29.17	£5,000
Mill Lane, Tinwell	HGVs turning around at junction and damaging verges.	12.08	£5,000
Knossington Road and Main Road, Braunston	Concern regarding speeding.	7.90	£20,000
Barrowden	Concern regarding speeding.	7.90	£20,000
Knossington Road, Braunston	Concern regarding speeding.	7.50	£20,000
A6121, South Luffenham	Concern regarding speed of traffic entering and exiting village at both sides.	5.63	£20,000
A6121, South Luffenham	Speed and volume of traffic in village and lack of safe pedestrian crossing point.	5.14	£30,000
A47, Wireless Hill, South Luffenham	Unnecessary HGV traffic traversing the A6121 through S. Luffenham.	4.67	£50,000
Pinfold Lane, South Luffenham	Concern regarding driver and pedestrian safety in negotiating the narrow lane and bridge on a blind bend with no pavements.	4.58	£5,000
Main Street, Barleythorpe	Speed of traffic passing through village.	2.89	£50,000
Coach Road, Exton	Concern that parked cars are obscuring visibility for vehicles travelling on this stretch of road and disrupting the flow of traffic. Also concern that pedestrians are crossing a busy road to access the public right of way.	2.52	£50,000

Table 2. Schemes to be reconsidered 2018/19 year, along with any new submissions

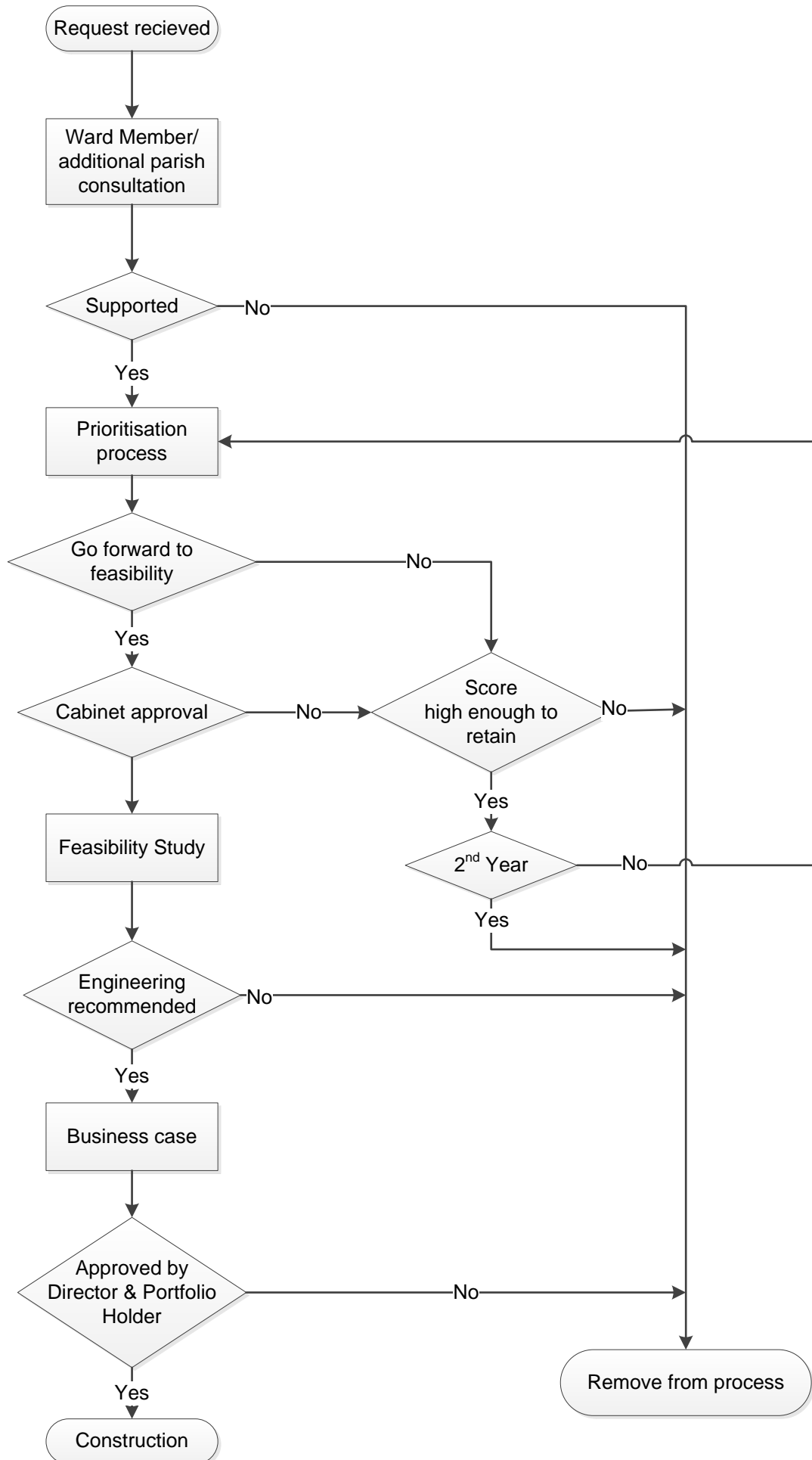
Scheme	Perceived issue	Scaled score	Order of magnitude
Uppingham Road, Caldecott	Lack of crossing place for residents and also children catching bus on opposite side of road.	2.43	£40,000
A606/ Audit Hall Road, Empingham	Lack of crossing on A606 for residents.	2.37	£40,000
Seaton Road Roundabout, Uppingham	Concern regarding safety of existing roundabout design.	1.44	£100,000
Edith Weston Road, North Luffenham	Additional link requested	1.08	£50,000

Table 3. Schemes to be removed from process

Scheme	Perceived issue	Scaled score	Order of magnitude
Thistleton to Greetham - Upgrade public footpath E114 to a public bridleway	Lack of bridleway link.	1.04	£150,000
Creation of a behind-hedge public bridleway on the north side of the A47	Lack of bridleway link.	0.86	£150,000
Station Road, Ketton - footway improvements and traffic calming	Narrow bridge on bend is on downhill approach resulting in traffic approaching at speed. Concern for safety of highway users and pedestrians as there is no footway	0.74	£80,000
Uppingham, UCC - roundabout and safety barriers	Concern regarding the safety of the junction.	0.57	£200,000
Oakham to Braunston - joint cycle/footway	Lack of off road connection between Braunston and Oakham for cyclists	0.55	£300,000
Empingham Road, Ketton - parking layby	Concern that parked cars are obscuring visibility for residents crossing and obstructing the flow of traffic. Damage also to vehicles parked on this road due to the speed of traffic and reduced road width.	0.52	£50,000
Welland Close, Caldecott - parking area	Concern that parked cars are obscuring visibility for residents crossing and obstructing emergency service vehicles from entering estate.	0.52	£50,000
Wheatlands, Ketton - parking area	Concern that parked cars are obscuring visibility for residents crossing and obstructing emergency service vehicles from entering estate.	0.52	£50,000
Manton and Egleton - joint cycleway/footway	Lack of direct off road connection between Manton and Egleton for cyclists or walker	0.50	£300,000
Ketton A6121 Park Road to Green Burial Site - new footway	Lack of footway connection.	0.49	£100,000
Foster's Bridge to Ketton, Ketton - Joint cycleway/ footway	Lack of footway between Ketton and Foster's Bridge. There is currently a nursery centre here, but no path for parents to walk with pushchairs.	0.45	£150,000
Wood Lane, Greetham to Stretton	Lack of footway connection.	0.34	£300,000

Appendix C – Summary of scheme scores

footway.			
Market Overton to Cottesmore - joint cycleway/ footway	Lack of off road connection between Market Overton and Cottesmore for cyclists	0.30	£500,000
Consider off road parking options on Willow Crescent	Concern that parked cars are obscuring visibility for residents crossing, obstructing emergency service vehicles from entering estate and obstructing the flow of traffic	0.21	£100,000
Consider off road parking options on Woodland View in conjunction with widening of the road junction.	Concern that the Oakham Hopper runs over the pavement on corner due to width of junction. Concern that parked cars are obscuring visibility for residents crossing, obstructing emergency service vehicles from entering estate.	0.21	£100,000
Teigh Road, Ashwell - footway	Concern regarding safety of residents walking on the road due to lack of footway and the speed of traffic.	0.13	£100,000
Cold Overton Road, Oakham - footpath extension and move 30mph sign further out.	Concern regarding safety of residents walking on the road due to lack of footway and the speed of traffic.	0.12	£200,000
Glaston Road, Wing - Footway	Concern regarding safety of residents walking on the road due to lack	0.00	£15,000



Appendix E - Scoring criteria for the 'initial screening list'

The scoring criteria outlined below should be implemented within the 'initial screening' stage and also for those schemes that are being considered within the work list.

At least 3 officers must score the schemes listed and an average score provided. One of the officers scoring the proposals must be from highways.

Point allocation

- Points will be allocated to the proposed schemes based on the scoring system outlined in this section. This score is weighted, with 75% of points being allocated to the 'corporate aims, objectives and targets' and 25% being allocated to the 'impact ratings'.

Corporate aims, objectives and targets tally - weighted score 75%	
General fit with Council Aims	
Score range: 0 - 3	Criteria
0	Meets none of the Councils Strategic Aims and Objectives
1	Meets one of the Councils Strategic Aims and Objectives
2	Meets two of the Councils Strategic Aims and Objectives
3	Meets three of the Councils Strategic Aims and Objectives
Fit with Corporate Objectives and Targets	
Score range: 0 - 5	Criteria
0	No link to objectives/ targets
1	Loose link to 1 objective/ target
2	Loose link to 1 or more objective/ target
3	Close link to 1 objective/ target
4	Close link to more than 1 objective/target
5	Specifically named objective/ target

Impact ratings - Weighted score (25%)	
Environmental Impact	
Score range	Criteria
-1	It is anticipated that the scheme will have a negative impact on the environment
0	It is anticipated that the scheme will have no impact on the environment
1	It is anticipated that the scheme will have a positive impact on the environment
2	It is anticipated that the scheme will have a strong positive impact on the environment
Economic Impact	
Score range	Criteria
-1	It is anticipated that the scheme will have a negative impact on the economy
0	It is anticipated that the scheme will have no impact on the economy
1	It is anticipated that the scheme will have a positive impact on the economy
2	It is anticipated that the scheme will have a strong positive impact on the economy
Social Impact	

Score range	Criteria
-1	It is anticipated that the scheme will have a negative social impact
0	It is anticipated that the scheme will have no social impact
1	It is anticipated that the scheme will have a positive social impact
2	It is anticipated that the scheme will have a strong positive social impact
Safety Impact	
Score range	Criteria
-1	It is anticipated that the scheme will have a negative impact on safety
0	No impact on safety
1	It is anticipated that the scheme will have a positive impact on safety.
2	It is anticipated that the scheme will have a strong positive impact on safety.

Scale of impact

- The scale of impact is to be scored based on the criteria outlined within this section.
- The scaled score is then calculated as follows:
- Points tally (column L) x combined scale of impact on the population (column P) / order of magnitude (column Q).

Anticipated proportion of Parish that will benefit	
0	Only a handful of properties
1	Up to a quarter of the Parish
2	Up to half the Parish
3	Up to ¾ of the Parish
4	The majority of the Parish
Anticipated proportion of residents that will benefit from the scheme	
0	No benefit to residents outside of the Parish
1	Up to a quarter of the County
2	Up to half of the County
3	Up to ¾ of the County
4	The majority of the County
Anticipated usage/ impact on tourists and residents outside of the County	
0	No use by tourists/ residents outside of County/ business traffic
1	Low use by tourists/ residents outside of County/ business traffic
2	Medium use by tourists/ residents outside of County/ business traffic
3	High use by tourists/ residents outside of County/ business traffic

Order of magnitude
Approximate net cost of scheme taking account of any contributions

Overall scaled score

- The overall score is scaled based on the scale of impact and is calculated as follows:
- (Points tally (column L) x combined scale of impact (column P)) / order of magnitude (column Q)

Appendix F - Schemes put forward for feasibility (from the initial screening list)

SCHEME	Perceived problem	Points allocation											Scale of impact					
		General fit with Council's Aims	Fit with corporate objectives and targets	Corporate aims, objectives and target tally	Weighted score (75% of points)	Environmental impact (strong positive/positive/neutral/negative)	Economic impact (strong positive/positive/neutral/negative)	Social impact (strong positive/positive/neutral/negative)	Safety Impact (strong positive/positive/neutral/negative)	Impact score tally	Weighted score - impact tally (25%)	Points tally	Anticipated proportion of Parish that will benefit	Anticipated proportion of County that will benefit	Anticipated usage/ impact on tourists and residents outside of the County	Combined scale of impact on the population	Order of magnitude net cost	Scaled score
Accident cluster site - A606, Barnsdale	Accident cluster site.	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
Accident cluster site - B1081 Old Great North Road, Tickencote	Accident cluster site.	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
Accident cluster site - C7314 Corner of Ashwell Road/ Whissendine Road, Ashwell	Accident cluster site.	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
Accident cluster site - C7316 Burley Way, Langham	Accident cluster site.	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
High Street - Ketton	Camber of footpath making it unsafe for residents using mobility scooters.	1.33	2.00	3.33	313	0.67	0.00	0.33	0.67	1.67	52.08	365	3.33	0.33	0.33	4.00	£5,000	29.17
Mill Lane, Tinwell	HGVs turning around at junction and damaging verges.	1.00	2.00	3.00	281	0.00	0.00	0.33	0.33	0.67	20.83	302	1.67	0.33	0.00	2.00	£5,000	12.08
Knossington Road and Main Road, Braunston	Concern regarding speeding.	1.00	2.67	3.67	344	-0.33	-0.33	0.67	0.67	0.67	20.83	365	3.33	0.67	0.33	4.33	£20,000	7.90
Barrowden	Concern regarding speeding.	1.00	2.67	3.67	344	-0.33	-0.33	0.67	0.67	0.67	20.83	365	3.33	0.67	0.33	4.33	£20,000	7.90
Knossington Road, Braunston	Concern regarding speeding.	1.00	2.67	3.67	344	0.00	-0.33	0.67	0.67	1.00	31.25	375	3.00	0.67	0.33	4.00	£20,000	7.50
A6121, South Luffenham	Concern regarding speed of traffic entering and exiting village at both sides.	1.00	1.67	2.67	250	0.00	0.00	0.33	0.67	1.00	31.25	281	2.67	0.67	0.67	4.00	£20,000	5.63
A6121, South Luffenham	Speed and volume of traffic in village and lack of safe pedestrian crossing point.	1.33	2.33	3.67	344	0.33	0.00	0.33	0.67	1.33	41.67	385	3.00	0.67	0.33	4.00	£30,000	5.14
A47, Wireless Hill, South Luffenham	Unnecessary HGV traffic traversing the A6121 through S. Luffenham.	2.00	2.67	4.67	438	0.00	0.67	0.67	0.67	2.00	62.50	500	2.33	0.67	1.67	4.67	£50,000	4.67
Pinfold Lane, South Luffenham	Concern regarding driver and pedestrian safety in negotiating the narrow lane and bridge on a blind bend with no pavements.	1.00	1.33	2.33	219	0.00	0.00	0.00	0.33	0.33	10.42	229	1.00	0.00	0.00	1.00	£5,000	4.58
Main Street, Barleythorpe	Speed of traffic passing through village.	1.33	2.00	3.33	313	0.00	-0.33	0.33	0.67	0.67	20.83	333	3.33	0.67	0.33	4.33	£50,000	2.89
Coach Road, Exton	Concern that parked cars are obscuring visibility for vehicles travelling on this stretch of road and disrupting the flow of traffic. Also concern that pedestrians are crossing a busy road to access the public right of way.	1.33	1.67	3.00	281	0.67	0.33	0.67	0.33	2.00	62.50	344	1.33	1.00	1.33	3.67	£50,000	2.52

Total estimated cost £275,000

CABINET

18 April 2017

PARKING REVIEW 2016-2017

REPORT OF THE DIRECTOR FOR PLACES (ENVIRONMENT, PLANNING & TRANSPORT)

Strategic Aim:	Sustainable Growth	
Key Decision: Yes	Forward Plan Reference: FP/251116/02	
Exempt Information	No	
Cabinet Member(s) Responsible:	Mr T Mathias, Leader, Portfolio Holder for Finance and Places (Highways, Transport and Market Towns)	
Contact Officer(s):	Dave Brown, Director for Places (Environment, Planning & Transport)	01572 758461 dbrown@rutland.gov.uk
	James von der Voelsungen, Parking Services Manager	01572 722577 jvondervoelsungen@rutland.gov.uk
Ward Councillors	Not applicable	

DECISION RECOMMENDATIONS

That Cabinet:

1. Approves the recommended amendments and additions to parking restrictions listed in Appendix 1 of Report No. 18/2017.
2. Delegates the consideration of any objections to the statutory consultation for the Traffic Regulation Orders (TROs) to the Director for Places (Environment, Planning & Transport) in consultation with the Ward Members and Portfolio Holder for highways, along with the authority to modify the proposed TROs.

1 PURPOSE OF THE REPORT

- 1.1 To consider amendments and additions to parking restrictions.

2 BACKGROUND AND MAIN CONSIDERATIONS

- 2.1 The Strategic Parking Review was approved in March 2012. The objective of the review was to devise a set of parking policies and principles that would set the basis of future parking reviews. Each year a list of requests for parking restrictions from our stakeholders (usually residents, businesses and parish councils) are presented for consideration by Cabinet.

2.2 Policy 1 in the Council's Strategic Parking Review states: 'The amount of parking space available will be maximised. Parking restrictions will only be considered where they are necessary to avoid:

- *inefficient use of town centre parking spaces;*
- *danger to road users;*
- *obstruction of the highway; and*
- *damage to highway infrastructure'*

2.3 The proposals for Whitwell are not in accordance with the parking policies. However, given that the proposals complete the previously approved restrictions, the request is recommended for approval as a pragmatic approach to the issue.

2.4 In Uppingham the effect on the town centre will be to create a resident parking area out of an unrestricted area. This could displace a small number of vehicles elsewhere.

3 CONSULTATION

3.1 Informal consultation with parish/town councils and Ward Members has taken place regarding the proposed restrictions in Appendix 1.

3.2 Statutory consultation involving press notices and notices posted in the relevant areas is required prior to making the TROs.

4 ALTERNATIVE OPTIONS

4.1 Cabinet could choose to approve all or none of the proposals.

5 FINANCIAL IMPLICATIONS

5.1 The cost of the implementing the recommended changes in Appendices 1 will be met from the 2017-2018 budget.

6 LEGAL AND GOVERNANCE CONSIDERATIONS

6.1 TROs will be required to implement the recommended changes. This will require statutory consultation. There is a significant lead in time to changing TROs due to the consultation and legal processes involved. It is envisaged that the consultation process be finalised by 31 August 2017.

7 EQUALITY IMPACT ASSESSMENT

7.1 Equality Impact Assessment screening has been undertaken and there are no adverse effects due to this policy.

7.2 Provision of disabled persons' parking is a matter which is carefully considered and nothing in this report negatively impinges on this sector. The Rutland Access Group is consulted as part of the informal and statutory consultation process.

8 COMMUNITY SAFETY IMPLICATIONS

8.1 There are no community safety implications arising from this report.

9 HEALTH AND WELLBEING IMPLICATIONS

9.1 There are no health and wellbeing implications arising from this report.

10 CONCLUSION AND SUMMARY OF REASONS FOR THE RECOMMENDATIONS

10.1 The recommended amendments and additions to parking restrictions will help ensure, so far as is reasonably practicable, the safe and expeditious movement of traffic while providing adequate parking to support the local economy and the needs of residents.

11 BACKGROUND PAPERS

11.1 Strategic Parking Review (Parking Strategy)
<https://www.rutland.gov.uk/my-community/parking/parking-strategy/>

12 APPENDICES

12.1 Appendix 1 Public Requests for Restrictions

A Large Print or Braille Version of this Report is available upon request – Contact 01572 722577.

Appendix 1

Public Requests for Restrictions

Ref	Town / Village	Street / car park	Location	Requested By	Request Summary	Parish or Town Council Support Y/N	Ward Member Support Y/N	In accordance with policy Y/N	Recommended
1	Barnsdale	Access to Rutland Water	Southwest of the A606	Resident / PC	Reform parking westwards of the roundabout to car park	Y	Y	N, PP8	N
2	Whitwell	Bull Brig Lane & Church Lane	Bull Brig Lane north, new and old parts & all Church Lane	Whitwell PC	Increase double yellow lines and provide residents only zone Church Lane and the old course of Bull Brig Lane	Y	Y	N, PP8	Y
3	Uppingham	Leamington Terrace	all	Resident / PC	Residential parking for Leamington Terrace residents only	Y	Y	Y, PP5	Y

PP5 = Parking Policy 5; Traffic Regulation Orders (TROs) will be considered to ensure on-street parking spaces and off-street car parks are used efficiently, roads are not obstructed by parked vehicles, and residential amenity is not adversely affected by the parked vehicles of town centre visitors or workers.

PP8 = Parking Policy 8; TROs will not be introduced unless there is a danger to road users and the following conditions apply: vehicle flows are over 1500 vehicles per day or the road is a bus route; visibility is below the standard set out in the Manual for Streets

(<https://www.gov.uk/government/publications/manual-for-streets>); 85%ile speeds are over 30mph.

CABINET

18 April 2017

LEICESTERSHIRE & RUTLAND SAFEGUARDING ADULTS BOARD (LRSAB) AND LOCAL SAFEGUARDING CHILDREN BOARD (LRLSCB) BUSINESS PLANS 2017/18

Report of the Independent Chair of the Leicestershire & Rutland Local Safeguarding Children Board and Safeguarding Adults Board

Strategic Aim:	Safeguarding	
Key Decision: No	Forward Plan Reference: FP/130117/03	
Exempt Information	No	
Cabinet Member(s) Responsible:	Mr Richard Clifton, Portfolio Holder for Adult Social Care & Health, Mr Richard Foster, Portfolio Holder for Safeguarding Children and Young People	
Contact Officer(s):	Simon Westwood, Independent Chair of the Leicestershire & Rutland Local Safeguarding Children Board and Safeguarding Adults Board	Tel: 0116 305 7130 sbbo@leics.gov.uk
	Dr Tim O'Neill, Director for People	Tel: 01572 758307 toneill@rutland.gov.uk
Ward Councillors	All	

DECISION RECOMMENDATIONS

That Cabinet:

Notes the Safeguarding Boards' Business Plans and makes any comments, proposed additions or amendments to the priorities to be incorporated in the final version of the Business Plans.

1 PURPOSE OF THE REPORT

- 1.1 To present the Draft Business Plan of the Leicestershire and Rutland Local Safeguarding Children Board (LSCB) and the Safeguarding Adults Board (LRSAB) for 2017/18 for consideration and comment by Cabinet.

2 BACKGROUND AND MAIN CONSIDERATIONS

- 2.1 The LSCB is a statutory body established through the Children Act 2004 and works to statutory guidance issued through Working Together 2015. It is a requirement that the Board issue an annual business plan setting out its priorities for action.
- 2.2 The LRSAB became a statutory body on 1st April 2015 as a result of the Care Act 2014. The Act requires that the SAB 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 is a requirement that the Board develop and publish a strategic plan setting out how they will meet their objectives and how their member and partner agencies will contribute.
- 2.3 It has been considered good practice in Rutland to submit both the Annual Reports and Business Plans to the Cabinet and to the relevant Scrutiny Panels for the LRSAB as well as the LRLSCB.
- 2.4 This report enables the Cabinet to comment on the draft Business Plan 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.
- 2.5 The Annual Report of the LRLSCB and LRSAB was considered by Cabinet in October 2016 and emerging priorities for the new Business Plan for 2017/18 were discussed at that meeting.
- 2.6 As in 2016/17 the LRLSCB and LRSAB are formulating individual Business Plans supplemented by a plan that addresses priorities they will share. This is intended to secure a balance between achieving a strong focus on children and adult safeguarding issues and recognising that some safeguarding matters require approaches that cross-cut adults and children's services and focus on whole family issues.
- 2.7 The future improvement priorities identified in the Annual Report 2015/16 have been built into the Business Plan priorities 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 (SCRs), Safeguarding Adults Reviews (SARs), Domestic Homicide Reviews (DHRs) and other review processes both national and local;
 - evaluation of the Business Plans for 2016/17 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 frontline staff through the Boards' engagement and participation arrangements.

2.8 The new Business Plan has been informed by discussions that have taken place in a number of forums since the autumn of 2016. These include:

- the annual Safeguarding Summit of chief officers from partner agencies held on 23 November 2016
- meetings of the Scrutiny Panels in both Leicestershire and Rutland at which both the Annual Report 2015/16 and future priorities for action have been debated;
- meetings of the Leicestershire and Rutland Health and Well-Being Boards at which both the Annual Report 2015/16 and future priorities for action have been debated;
- discussions within individual agencies.

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

2.10 The Board is making a differentiation between Development priorities and Assurance priorities this year. Assurance priorities are solely identified as priorities for seeking assurance regarding safeguarding practice, risk or impact, rather than carrying out any specific development work. Development priorities are ones that require specific development work led by the Board, these may also include some element of assurance.

2.11 The specific priorities that have arisen for the LRSAB are:

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

2.12 The specific priorities that have arisen for the LRLSCB are:

Development Priority	Summary
1. CSE, Trafficking & 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.

2.13 The priorities that have arisen for the part of the Business Plan shared between the LRSAB and the LRLSCB can be seen over the page:

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 & 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 re: mental health
4. Multi-Agency risk management / Supervision	Develop a multi-agency supervision approach for risk management in safeguarding adults and children.

2.14 Against each of these priorities the Board has identified key outcomes for improvement and the actions that will need to be taken over the next year to achieve these improved outcomes. The draft plans containing these outcomes are appended. Some elements of these plans require further work to be finalised.

2.15 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 LSCB and SAB Multi-Agency Audit Groups as appropriate.

Assurance Priorities	
LSCB	1. Early Help (step up and step down) 2. Sports and other independent settings 3. Thresholds 4. Supervision 5. Initial Health Assessments for Looked After Children (IHAs) 6. Young People's Mental Health
SAB	1. Thresholds 2. MCA DoLS 3. Harm Caused by paid staff/ professionals
Joint	1. Domestic Abuse

2.16 The Quality Assurance and Performance Management Framework for the Board has been revised to ensure that it reflects the new Business Plan and enables ongoing monitoring of performance of core business that is not covered in the Business Plan.

3 CONSULTATION

3.1 The views of a range of forums have been sought on the Business Plans. This includes the Cabinets, Children and Adults Scrutiny Panels and the Health and Well-Being Boards in both local authority areas.

3.2 Young people have identified Hate Crime to be considered in the Business Plan, this will be considered further by the Board.

- 3.3 Feedback from Cabinet and other forums will support the development of the action plans for these priorities. The final Business Plan was signed off at the meeting of the LRSAB and LRLSCB on 31 March 2017, but further comments can be considered for incorporation.

4 ALTERNATIVE OPTIONS

- 4.1 The Business Plans can be amended by the Board based upon amendments put forward by Cabinet.

5 FINANCIAL IMPLICATIONS

- 5.1 There are no specific financial implications of the Safeguarding Boards' business plans.
- 5.2 Rutland County Council contributes £52,250 to the costs of the LRLSCB (of a total budget of £241,612 in 2017/18) and £8,240 to the costs of the Leicestershire and Rutland Safeguarding Adults Board (LRSAB) (of a total budget of £106,178 in 2016/17).
- 5.3 In addition Rutland County Council are providing the lead officer for at least one of the Business Plan Priorities across the two Boards.

6 LEGAL AND GOVERNANCE CONSIDERATIONS

- 6.1 The two Safeguarding Boards are required to produce annual plans containing objectives and actions.
- 6.2 The Local Authority along with Leicestershire County Council hold the legal responsibility for the operation of the Safeguarding Boards.

7 EQUALITY IMPACT ASSESSMENT

- 7.1 Safeguarding children, young people and adults concerns individuals who are likely to be disadvantaged in a number of ways. Some priorities will have a specific positive impact on some groups, such as disabled children. Specific views of different groups are considered in the work of the LRLSCB and LRSAB Safeguarding Effectiveness Group (SEG) in assessing performance and effectiveness with regard to safeguarding.

8 COMMUNITY SAFETY IMPLICATIONS

- 8.1 There is a close connection between the work of the LRLSCB and LRSAB and that of community safety partnerships in Leicestershire. For example the Boards work closely with community safety partnerships to scrutinise and challenge performance in community safety issues that affect the safeguarding and well-being of individuals and groups e.g. Domestic Abuse and Prevent. The LSCB and SAB also supports community safety partnerships in carrying out Domestic Homicide Reviews and acting on their recommendations.

9 HEALTH AND WELLBEING IMPLICATIONS

- 9.1 Safeguarding is everyone's responsibility. Health and care needs can be linked to safeguarding risk for adults and children and health and care practitioners can have

opportunities to identify and respond to safeguarding risk not available to workers in other agencies.

- 9.2 The draft Business Plan Priorities for 2017/18 incorporate areas within priority health workstreams, including emotional health and well-being and mental health. The priorities include a specific reference to assurance regarding the safeguarding implications and impacts of the Better Care Together and Sustainability and Transformation Plan programmes.

10 CONCLUSION AND SUMMARY OF REASONS FOR THE RECOMMENDATIONS

- 10.1 The Safeguarding Boards have produced their annual plans for 2017-18 based upon analysis of safeguarding risks in Leicestershire and Rutland and consultation with agencies, partnerships and children and vulnerable adults. These plans are presented to Cabinet for their input.

11 BACKGROUND PAPERS

- 11.1 There are no additional background papers to the report.

12 APPENDICES

- 12.1 Leicestershire & Rutland Local Safeguarding Children Board Business Plan 2017-18
- 12.2 Leicestershire & Rutland Safeguarding Adults Board Business Plan 2017-18
- 12.3 Leicestershire & Rutland Local Safeguarding Children Board and Safeguarding Adults Board Joint Business Plan 2017-18

A Large Print or Braille Version of this Report is available upon request – Contact 01572 722577.

Leicestershire and Rutland Local Safeguarding Children Board Business Development Plan 2017-18

Priority: LSCB1 CSE, Trafficking and Missing

Priority Statement: Children at risk of CSE, trafficking and missing are effectively safeguarded

Rationale:

CSE, Trafficking and Missing continue to be high level safeguarding priorities at national and local levels. During 2016/17 changes to the governance of multi-agency CSE work has focused the LSCB's role on scrutiny and challenge and a key priority for the coming year is to strengthen this role and ensure the new governance arrangement continues to secure improvement.

In addition learning from a range of arenas has identified some specific areas of work to target:

- learning from audit work has identified multi-agency practice issues
- The findings of the Ofsted review of the LSCB have identified the need to improve analysis of missing return interview content
- A Serious Case Review undertaken during 2016/17 set out recommendations regarding Online Safety.

What do we want to be different?:

Delivery of CSE Strategy and Action Plan

An improved approach to safeguarding missing children informed by the outcomes of return interviews

Effective online safety information is supporting young people to be safe online

(Compliance with Safeguarding standards in independent provision [sport/theatre/etc.]

Partnership Lead: Police – Simon Cure

Board Officer: Gary Watts

Key delivery mechanism: CSE Operations Group tbc

Objective	What are we going to do?	When is it going to be done by?	Who is responsible?	How will we measure progress and impact?	Progress made	Impact / what difference did it make?
To extend our 'Missing' quality assurance arrangements better to evaluate causation and identify service improvements required	<p>Review the dataset used to monitor the prevalence of missing</p> <p>Agree a framework through which analysis of the outcomes of 'Return from Missing' interviews can be presented highlighting any key causes/themes</p>	<p>June 2017</p> <p>July 2017</p>	<p>CSE, Missing and Trafficking Operational Group</p> <p>SEG</p>	<p>Revised data set agreed and operational</p> <p>Framework for analysis of return interviews agreed and reports submitted on a regular basis</p>		

	Develop a means by which we can trigger service improvements in response to the analysis of 'Missing' interviews from across the partnership	November 2017		Evidence of service impact and reduction in number of repeat missing incidents		
Clear assurance regarding analysis and response to return interview findings	Receive reports on the impact of service changes triggered by the return interview analysis	March 2018	CSE, Missing and Trafficking Operational Group	Evidence of service impact and reduction in number of repeat missing incidents		
Assurance re: Delivery of CSE Strategy and Action Plan	Agree a quality assurance and performance management framework through which the CSE Strategic Group and CSE, Missing and Trafficking Group will report on progress and impact of the CSE Strategy and Action Plan	Quarterly Reporting	CSE Strategic Group and SEG	Quality Assurance and Performance Management framework agreed, in place and operational		
129						
Identify potential areas for action re: safeguarding compliance assessments in sport and other voluntary organisations across Leicestershire and Rutland	<p>Audit and review the number of historic and current alleged abuse cases in sports clubs and other voluntary activities for children and young people including arts and drama clubs</p> <p>Devise an awareness raising campaign to alert such organisations to safeguarding expectations</p> <p>Engage organisations in a compliance audit process</p> <p>Consider a programme of support to enable improvements in safeguarding</p>	March 2018	This might require a Task and Finish Group since we no longer have a communication and engagement group	<p>Rate of engagement of targeted organisations</p> <p>Outcomes of compliance audits in participating organisations – levels of compliance in initial audits and then ongoing improvements post audit/in subsequent audits</p>		

	compliance across these sectors					
Effective online safety information is supporting safeguarding of children and young people online	Implement the recommendations arising from the relevant SCR	As set out in SCR action plan	SCR Subgroup / Training and Development Group / SEG	As agreed in SCR action plan		

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Priority: LSCB2 Children With Disabilities

Priority Statement: Safeguarding risk with regard to children with disabilities is understood and responded to

Rationale:

A national review of CWD identified that children with disabilities were disproportionately at safeguarding risk but that this risk was not always identified due to service focus being on the child’s disabilities and not their safeguarding needs.
 Cases where those that have been assessed with safeguarding needs have not been identified as CWD.
 Understanding of and response to additional risks to children with disabilities is under-developed.
 Risk that CWD safeguarding needs are missed and that they suffer harm as a result.

What do we want to be different?:

- Clarity of definitions – SEN, CWD etc.
- Understanding issues from local research and audit – dip sampling and focus on safeguarding
- Ensuring bespoke provision or differentiation of services to ensure CWD secure appropriate support
- Focus on Multi-Agency contribution to identification and support (LAC) (CSE).

Joint work with Leicester City

Partnership Lead: LCC – Christine Finnigan

Board Officer: Sanjiv Pattani

Key delivery mechanism: LLR CwD Task and Finish Group

Objective	What are we going to do?	When is it going to be done by?	Who is responsible?	How will we measure progress and impact?	Progress made	Impact / what difference did it make?
Have assurance that additional safeguarding risk re: disabilities is understood and responded to across partner agencies	Carry out an audit to determine whether the issues identified in the national research are present in Leicestershire and Rutland	Timescales to be determined by CwD Task and Finish Group	LLR CwD Task and Finish Group	Need to design indicators arising from issues identified in audit		
	Identify any other issues that create additional safeguarding risk for C &YP with SEND	November 2017	LLR CwD Task and Finish Group	Profile SEND population and monitor outcomes		
	Carry out Organisational self-assessment to test the effectiveness of current	September 2017	LLR CwD Task and Finish Group	Assurance and effectiveness of overarching		

	<p>arrangements</p> <p>Carry out Multi-agency Case File Audits to test the effectiveness of current arrangements</p> <p>Agree a plan for improvement that enables us better to safeguarding CWD</p>	<p>October 2017</p> <p>November 2017</p>	<p>LSCB Multi-Agency Audit Subgroup</p> <p>LLR CwD Task and Finish Group</p>	<p>assessment of Safeguarding standards for C&YP with SEND</p> <p>Assurance and effectiveness of overarching assessment of Safeguarding standards for C&YP with SEND</p> <p>Compliance with national recommendations for Safeguarding (C&YP) with SEND across LLR</p>		
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Priority: LSCB3 Signs of Safety

Priority Statement: To embed and ensure consistency of practice across the partnership in delivering the Signs of Safety model of practice in Early Help, Child Protection and Care

Rationale:

Evidence has suggested that the Signs of Safety model has supported improved multi-agency safeguarding assessment, review, planning and delivery and enabled children, young people and parents/carers to engage more productively in these processes. Both Leicestershire and Rutland are now promoting this model of working. The purpose of the LSCB's involvement is to promote and support the engagement of all agencies, most importantly schools, to support the embedding of the model and to secure assurance that the approach continues to secure improvements in service delivery and safeguarding outcomes for children and young people.

What do we want to be different?:

All agencies effectively engaged in Signs of Safety
Specifically Schools engagement in Signs of Safety
Consider common approaches with Leicester City

Partnership Lead: LCC – Moira O'Hagan & RCC – Tracy Holliday

Board Officer: Helen Pearson

Key delivery mechanism: Signs of Safety Task & Finish Group

Objective	What are we going to do?	When is it going to be done by?	Who is responsible?	How will we measure progress and impact?	Progress made	Impact / what difference did it make?
133						
To promote and support the embedding of Signs of Safety across the partnership	Ensure that all relevant agencies understand the benefits of Signs of Safety and enable staff to attend the appropriate training and development to participate in the new model of delivery	Ongoing throughout the year since new staff will need training as they are appointed	Signs of Safety Task and Finish Group	Numbers trained across all relevant agencies as a proportion of the whole that require such training Audit of the quality of individual and collective contributions to Early Help, protection and care processes as set out in the QAPM framework (see below)	LLR Signs of Safety Task and Finish Group will develop a new Action Plan on April 27 th	
Increase schools awareness, engagement and skills in engaging in the Signs of	Ensure that there is a targeted programme to engage schools at both strategic and	July 2017	Signs of Safety Task and Finish Group	Numbers trained across all relevant school postholders as		

Safety model	operational levels			<p>a proportion of the whole that require such training</p> <p>Audit of the quality of individual and collective contributions to Early Help, protection and care processes as set out in the QAPM framework (see below)</p>		
To agree a quality assurance and performance management framework to test the impact of Signs of Safety on the quality of safeguarding services/practice and safeguarding outcomes for children and young people	To work with the two Local Authority leads to agree a QAPM framework that enables the Board to test the impact of Signs of Safety in the areas set out in the rationale	April/May 2017	Signs of Safety Task and Finish Group and SEG	Performance Framework agreed against the four quadrant model – data, qualitative audit, user perspectives, staff perspectives.		

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Leicestershire and Rutland Safeguarding Adults Board Business Development Plan 2017-18

Priority: SAB1 Prevention

Priority Statement: Develop a clear strategy for Prevention of harm to adults, including increasing the unacceptability of abuse across the community

Rationale:

Gap regarding Prevention Strategy identified by Care Act Compliance Self-Assessment
 No single prevention strategy regarding adult safeguarding in place in or across Leicestershire & Rutland
 Prevention is key in reducing harm and fear of harm, improving safety and quality of life
 Development from community based work in previous years
 Reduce demand on stretched services
 Early intervention can reduce pressure on higher level, higher cost services (learning from Early Help work in Children’s Services).

What do we want to be different?:

Clear Prevention Strategy in place for Board area OR safeguarding is clear within existing prevention strategies OR safeguarding elements of existing strategies are brought together (need to clarify this!!)
 People feel safer in the community and in community based services
 People understand pathways into care and support better
 More vulnerable adults continue to be supported by Local Network – less requiring statutory svcs / intervention
Fewer people see abuse as acceptable

Notes – Need to strengthen links with Public Health.

Partnership Lead: Rutland County Council – John Morley

Board Officer: Sanj Pattani

Key delivery mechanism:

Objective	What are we going to do?	When is it going to be done by?	Who is responsible?	How will we measure progress and impact?	Progress made	Impact / what difference did it make?
<i>Prevention Strategy in place?</i>	Develop a Prevention Strategy through a process of consultation with other strategic partnerships, leaders staff and service users	September 2017	Task and Finish Group (?)			
<i>Prevention Strategy being implemented?</i>	Undertake a service impact assessment to determine any changes to service delivery that may be required to adopt	December 2017				

	<p>preventative approach</p> <p>Consider commissioning implications and communicate to Health and Well-Being Board and other commissioning bodies</p> <p>Secure assurance that appropriate commissioning strategies are in place to deliver preventive strategy</p>					
<p><i>Develop community resilience / responsibility / capacity?</i></p> <p>137</p>	<p>Develop a community safeguarding strategy that includes awareness raising campaign to assure the Board there is robust recognition and reporting of risk</p>	<p>July 2017</p>		<p>Demand metrics Survey Measures</p>		
<p><i>Public awareness raising regarding adult safeguarding / warning signs of abuse / unacceptability of abuse</i></p>	<p>As above</p>	<p>July 2017</p>		<p>Campaigns</p>		

Priority: SAB2 Making Safeguarding Personal

Priority Statement: Further embed Making Safeguarding Personal across the Partnership (include hidden harm)

Rationale:

- Developing culture, attitude, approaches
- Ensuring Voice of the person
- Ensuring Rights and choices
- Don't want to lose momentum
- Address hidden harm

What do we want to be different?:

- See the outcomes of person centred approach
- Evidence that principles of MSP are evident within multi-agency Safeguarding Adults practice

Partnership Lead: Leicestershire ASC – Laura Sanderson

Board Officer: Helen Pearson

Key delivery mechanism: LLR Multi-Agency Group

Objective	What are we going to do?	When is it going to be done by?	Who is responsible?	How will we measure progress and impact?	Progress made	Impact / what difference did it make?
Embed principles of MSP across multi-agency safeguarding practice	Awareness, training and service development strategy –already set out in the MSP plan	Check MSP plan	LLR Multi-Agency Group	Regular reporting to Joint LLR Executive and Board	The Executive on the 6 th March were advised that the work of the LLR Task and Finish Group was coming to an end and that a MSP agency temperature check is undertaken. Further work becomes	
Assess use of MSP in safeguarding	Audit programme	Quarterly	SEG	LA database 1 further multi-agency audit and peer review (City and County Local Authorities)		
Assess outcomes from implementing Making Safeguarding Personal	Agree quality assurance and performance management framework to test impact of MSP	May 2017	SEG	Quarterly reporting		

					'business as usual' through audit and SEG. The City Board have agreed to this	
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Priority: SAB3 Thresholds

Priority Statement: Ensure adult safeguarding thresholds are understood and being utilised correctly

Rationale:

- Low conversion rates – **establish agencies where particular issues of ‘over-reporting’ prior to plan commencing**
- Lack of alerts from (*certain*) professionals / organisations – **Need to establish particular agencies ‘under-reporting’ prior to plan commencing**
- Look for more effective use of increasingly stretched resources
- Lack of clarity on application of thresholds
- Needs multi-agency focus / joint work with City
- Confident that all providers understand and operate in line with thresholds.

What do we want to be different?:

Consistent applications of thresholds across all organisations
 Better conversion rates
 Assure thresholds working effectively – appropriate referrals
 Thresholds are used as a tool for staff across agencies, rather than just in Social Care (e.g. as per Children’s Services)

Partnership Lead: CCG – Jan Harrison

Board Officer: Chris Tew

Key delivery mechanism:

Objective	What are we going to do?	When is it going to be done by?	Who is responsible?	How will we measure progress and impact?	Progress made	Impact / what difference did it make?
140						
Assess potential for triage function in Adult Safeguarding (Not sure this is feasible for partnership?)	Consider the framework to test potential for development	July 2017	Policy and Procedures (?)			
Work with particular ‘over-reporting’ agencies to address this	Develop staff awareness, training and development programme within both individual agencies and collectively	March 2018				
Work with particular ‘under-reporting’ agencies to address this	Develop staff awareness, training and development programme within both individual agencies and collectively					

Clarify definition of terms regarding safeguarding between ASC and Health	Develop the appropriate documentation and consult with staff on this to secure ownership and understanding of purpose	September 2017	Policy and Procedures (?)			
Assure thresholds working effectively	Develop a quality assurance and performance management framework to test impact	May 2017	SEG	Conversion rates Alerts broken down by agency / sector Ask staff (SAAF?) Outcomes of SI audit		

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Priority: SAB 4 Self-Neglect

Priority Statement: Develop a clear consistent response to self-neglect and safeguarding for front line workers

Rationale:

- Process across LLR (where self-neglect is safeguarding or not) is not clear
- Lack of consistency of approach
- Unclear levels of understanding of and application of legislation
- An issue that has a significant time impact upon all partner agencies
- Agencies feel that effectiveness of decision making could be improved across agencies

What do we want to be different?:

Assurance that we have:

- Clear LLR process of working with Self-Neglect
- LLR communication strategy including development of LLR Multi-Agency VARM

Partnership Lead: LPT – Rachel Bradley

Board Officer: Gary Watts

Key delivery mechanism:

Objective	What are we going to do?	When is it going to be done by?	Who is responsible?	How will we measure progress and impact?	Progress made	Impact / what difference did it make?
142 Secure clarity and consistency in policy, procedures and practice in relation to self-neglect	Develop clear self-neglect decision making process (across LLR) – VARM	May/June 2017	Priority Lead and Board Officer	Evidence of effective communication strategy across LLR that demonstrates VARM being embedded into practice of partner agencies By end of Q2, Board will need to be assured that awareness has been cascaded to appropriate agencies through briefings etc.		
Assurance of appropriate and effective response to self-neglect	Develop a quality assurance and performance management framework to test impact	Q1 for VARM data to commence	Laura Sanderson	1. Count of cases going into VARM		
		Q3/Q4 for M/A Audit		2. Multi-Agency audit (Q3/Q4 2017/18)		

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Leicestershire and Rutland Local Safeguarding Children Board and Safeguarding Adults Board Joint Business Development Plan 2017-18

Priority: LSCBSAB1 The 'Toxic Trio'

Priority Statement: Have assurance regarding multi-agency safeguarding responses to vulnerable children and adults where the toxic trio of domestic abuse, substance misuse and mental health difficulties are present

Rationale:

The 'toxic trio' continues to be a key factor in learning from SCR and alternative reviews and the prevalence of this combination of factors in domestic abuse cases remains high.

We have concluded that the presence of these three separate risk factors together presents significant safeguarding risk for children, and for adults in need of care and support. Work needs to be undertaken to develop a more coherent threshold framework that enables the responses of domestic abuse, mental health and drug and substance misuse services to be delivered in a co-ordinated multi-agency and cross-generational framework better to safeguard the individuals concerned.

What do we want to be different?:

We seek more coherent and better co-ordinated multi-agency responses to cases that combine these three elements so that we are assured that safeguarding is effectively secured for the children, young people and adults concerned.

Partnership Lead: Police – Jonny Starbuck & LCC – Moira O'Hagan

Board Officer: Helen Pearson

Key delivery mechanism: DVDG?

Objective	What are we going to do?	When is it going to be done by?	Who is responsible?	How will we measure progress and impact?	Progress made	Impact / what difference did it make?
146 To develop a coherent, co-ordinated framework that delivers effective safeguarding responses where these three factors are present across families	Map the differential thresholds that determine access to domestic abuse, mental health and drug and substance misuse services	May 2017			Meeting with Priority Leads on April 5 th 2017 to produce Action Plan	
	Develop arrangements that more effectively interface these thresholds to create a framework that will secure better co-ordinated responses to cases	July 2017				
	Develop associated pathway guidance, practice guidance and training and development					

	programme to support effective implementation					
	Agree quality assurance and performance management framework to test impact					

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Priority: LSCBSAB2 Participation and Engagement

Priority Statement: Children and Vulnerable Adults have effective, direct input and participation in the work of the Board

Rationale:

Engagement and Participation supports effective, person-centred working
Ofsted recommendation for LSCB

What do we want to be different?:

Children have a meaningful say in and contribute to the work of the Board
Vulnerable Adults have a meaningful say in and contribute to the work of the Board
The work of the Board is changed because of the input of Children and Vulnerable adults.

Partnership Lead: (Independent Chair)

Board Officer: Sanj Pattani

Key delivery mechanism: Links with existing forums and support

Objective	What are we going to do?	When is it going to be done by?	Who is responsible?	How will we measure progress and impact?	Progress made	Impact / what difference did it make?
148 Assess models of participation	Audit work undertaken in other Boards that have secured outstanding judgements in this area	July 2017	Task and Finish Group?	Evidence of priorities identified by participation and engagement impacting on overall business planning and priority setting – and subsequent feedback from service users that improvements have been secured in areas they identified for improvement		
	Test other models that have been used to secure more meaningful engagement of service users	July 2017				
Implement appropriate models of participation for LSCB and SAB	Ensure that both the Boards and mainstream services across the partnership embed more effective engagement and participation activities	September 2017 – March 2018				
Children have had direct input into the work of the LSCB	Identify methodologies to achieve this	July 2017				
Adults with care and support needs have had direct input into the work of the Board	Identify methodologies to achieve this	July 2017				

Priority: LSCBSAB3 Emotional Health and Wellbeing

Priority Statement: Board needs to be assured of the emotional health and well-being of adults and children

Rationale:

Need to ensure inter-agency working at frontline effectively safeguards individuals and approaches this from a ‘Think Family’ perspective
 Significant changes to health provision for children and vulnerable adults that enable safeguarding risk to be reduced

What do we want to be different:

- Frontline staff are confident and competent in recognising and responding to safeguarding risks that are related to emotional health and well-being needs
- In cases when an adult has a mental illness, the needs of any children in the family are being recognised and addressed
- Children with mental health needs can present a risk to vulnerable adults in some cases
- In “business as usual”, agencies across LSCB and SAB partnership are sharing appropriate tools of information of risk
- The Board is assured that development and review of health and well-being services improves safeguarding approaches (BCT & STP (Sustainability & Transformation plan))

Partnership Lead: Dr Mike McHugh

Board Officer: Gary Watts

Key delivery mechanism:

149	Objective	What are we going to do?	When is it going to be done by?	Who is responsible ?	How will we measure progress and impact?	Progress made	Impact / what difference did it make?
	Assurance re: STP (Sustainability & Transformation plan) improves risk management of safeguarding...	Receive Safeguarding Risk Assessment of STP (Sustainability & Transformation plan) and review update during year	July 2017	STP Board and Safeguarding Boards			
	Develop common understanding of emotional health and safeguarding risk across all agencies	Produce practice guidance and implement appropriate training and development activities	December 2017	STP Board and Safeguarding Boards	Number of safeguarding referrals from partners Numbers of referrals for both young and adult carer support		
	Emotional health and safeguarding risk with regard to the broader family context is considered in safeguarding work with children and adults	Produce practice guidance and implement appropriate training and development activities	March 2017	STP Board and Safeguarding Boards	Practitioner led enquiry (forum / event) – capture in assurance report		

Priority: LSCBSAB 4 Multi-Agency Risk Management / Supervision

Priority Statement: Strengthen Multi-agency risk management approaches

Rationale:

The need to strengthen multi-agency risk management approaches has been identified in SCRs, other reviews and a range of audits undertaken in the last year

What do we want to be different?:

Develop a structured multi-agency framework to enable a reflective supervision session to be used in cases where the issues are complex or entrenched. E.g. Multi-Agency Supervision approach

Partnership Lead: LCC – Chris Nerini

Board Officer: Chris Tew

Key delivery mechanism:

Objective	What are we going to do?	When is it going to be done by?	Who is responsible?	How will we measure progress and impact?	Progress made	Impact / what difference did it make?
Develop a Multi-Agency Supervision approach to secure improved multi-agency discussion, planning and delivery of safeguarding delivery in complex cases	Research what models are already available locally or nationally	July 2017				
	Examine existing local arrangements across Children and Adults services					
	Meet with stakeholders in partner agencies to identify the key drivers, any opportunities or potential barriers to the implementation of a multi-agency case supervision model (Possibly via online survey)					
	Develop processes to implement the agreed approach and outcomes (e.g. reduction in number of children on and plan for 2 years or more)					

	Form a Task and Finish Group to further develop processes across agencies					
	Agree changes and update multi-agency and single agency procedures as necessary					
	Implement changes and communicate new processes across L&R agencies	March 2018				

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CABINET

18APRIL 2017

SEND TRANSFORMATION UPDATE

Report of the Director for People

Strategic Aim:	Reaching our Full Potential	
Key Decision: No	Forward Plan Reference: FP/030317/04	
Exempt Information	No	
Cabinet Member(s) Responsible:	Mr R Foster, Portfolio Holder for Safeguarding Children and Young People Mr D Wilby, Portfolio Holder for Life Long Learning	
Contact Officer(s):	Dr Tim O Neill, Director For People	01572 758402 toneill@rutland.gov.uk
	Bernadette Caffrey, Head of Early Intervention and SEND and Inclusion Services	01572 720943 bcaffrey@rutland.gov.uk
Ward Councillors	All	

DECISION RECOMMENDATIONS

That Cabinet:

1. Agree and approve the recommendation to develop the next phase, (2) of the Transformation Project Plan and undertake actions necessary to implement the Rutland Special Educational Needs and Disability (SEND) Inclusion Strategy.
2. Approve the SEND Inclusion Strategy.
3. Approve use of £50k of the SEND earmarked reserve to support the delivery of service pressures and service development.

1 PURPOSE OF THE REPORT

- 1.1 A report describing the options available to enable the Local Authority to offer more localised provision to Rutland children and young people and to bring about improvement in the identification and provision for children with Special Educational Needs and Disability was presented to Cabinet in January 2017 together with a high level action plan. This report of April 2017 is to provide

Cabinet with an update on the transformation of services for children and young people with disabilities and special educational needs, (SEND).

2 BACKGROUND AND MAIN CONSIDERATIONS

2.1 Drivers for change:

- 2.1.1 New statutory obligations placed on Local Authorities, health providers and schools, such as the SEND Code of Practice 2015, and the Safeguarding in Schools guidance (DfE) 2015. By 1 April 2018, local authorities must have transferred all children and young people with statements of SEN and who are eligible for an Education, Health and Care plan, (EHCP) to the new SEND system. The above encompasses the Local Authority's obligation to provide/ create sufficient places for all pupils including those with SEND and the requirement for Local Authorities to have a SEND 'Local Offer'.
- 2.1.2 Increased levels of scrutiny on SEND provision and safeguarding arrangements for children with disabilities, such as the Ofsted and Care Quality Commission (CQC) SEND Local area inspections and regional SEND Peer Review
- 2.1.3 The gap in educational attainment for children with SEN and disability, beyond the early years and the increased incidences of absences and exclusions for SEND children, together with the publication of the Lenehan independent review into the outcomes and experiences of children and young people, attending residential special schools and colleges.
- 2.1.4 The increasing reliance on EHC Plans and on out of county placements for Rutland's children.

2.2 Opportunities for change:

- 2.2.1 On 9 January 2017, the Minister for Vulnerable Children and Families, Edward Timpson, confirmed additional funding for 2017-18 to help embed the reforms made to the system of support for SEND. The funding announced was:

£15 million for the Independent Supporters programme in 2017-18, run by the Council for Disabled Children – this has been a driver of change for families navigating the SEND system and improving the experience for them;

£2.3 million for Parent Carer Forums, which bring parents together and provide a voice to influence local decision-making; and

£1.8 million to Contact a Family, to support individual Parent Carer Forums and their National Network, and to run a national helpline for families.

This funding is in addition to an allocation of £40m revenue to local authorities in 2017-18 to continue to support transition to the new system for SEND (an increase of £4.2m on funding provided in 2016-17) and £23m to carry out a strategic review of their high needs the provision.

- 2.2.2 The DfE SEND grants (January 2017) mentioned above, amounted to £45,000 one off payment for Rutland. This is in addition to the SEND ear marked reserves of £126,000.

- 2.2.3 On Saturday 4 March 2017, the Minister announced a £215m capital fund for Local Authorities. Every local authority will be allocated non ring fenced funding of at least £500,000 from the fund over three years, with more than half receiving at least £1 million over three years. The government have stated, “Councils will be free to invest the funding as they see fit to help children and young people with education, health and care plans to get a high quality education. It can be used in mainstream schools, including academies, free schools and grammar schools, special units, special schools, early years settings, further education colleges or other provision for children and young people aged from 0-25. It could be used for example to build new specialised classrooms for children with emotional, social and mental health difficulties, expand existing classrooms to increase their size for those using mobility aids, to purchase mobility equipment and even create new storage facilities for wheelchairs”. The Local Authority awaits more specific detail on how the grant will be drawn down.
- 2.2.4 Rutland County Council’s allocation is £500,000 over 3 years and the Council will be expected to consult with local parents, carers, schools, and others on how their funding allocations should be used. The Council will have to publish a short plan showing how it will spend the funding. Local Authorities have been advised how this announcement fits in the wider context of strategic planning for SEN. Hence this grant will shape Phase 2 of the SEND Transformation Action Plan and a more detailed project brief and project plan will be submitted for approval at a future Cabinet meeting.
- 2.2.5 In the wider context there is a synergy with other initiatives such as ‘Future in Mind’ and ‘Transforming Care’ programmes that can bring about whole system change.
- 2.2.6 The Councils’ preparation for an imminent SEND Ofsted area inspection and SEND Peer Review (June 2017) has provided the opportunity for the service to undertake a robust self-assessment of its ability to identify, assess and meet the needs of children with disabilities which is being tested with partners through the Children’s Trust arrangements. (Children’s Trust Board March 2017)

3 PROGRESS ON ACTIONS TO DELIVER THE SPECIAL EDUCATIONAL NEEDS AND DISABILITIES TRANSFORMATION ACTION PLAN:

- 3.1 The Rutland SEND Strategy (2016), has been refreshed and replaced with a SEN and Disability Inclusion Strategy for Rutland (March 2017), that articulates a shared vision of inclusive practice with realistic actions and which sets out clear expectations of the Local Authority, Health and schools and education providers. This is being tested with partners, including parents and young people through the Children Trust arrangements (March 2017). **See Appendix A – SEND Inclusion Strategy**
- 3.2 The Education Improvement Strategy and a Fair Access Protocol have been created. Key within the success of these processes and in delivering the SEND Inclusion Strategy, will be securing the required range of specialist places within Rutland itself, or through utilising close geographical locations where specific provision is required, so that more children are educated closer to home and at lower cost in addition to a greater focus on school autonomy and sector-driven improvement. Work is underway with our schools and providers to support them in building their own capacity for the local leadership of SEND that should serve their

schools well as the system matures. The programme of work with schools will ensure school staff has skills, confidence and resilience to meet a greater range of pupil needs, particularly behavioural, social and emotional need, so that those children are retained within the sector and achieve well from their starting points. A round table event with Headteachers (May 2017) facilitated by DfE and Ofsted Regional Advisors will seek to get in place collaborative agreement and support arrangements for Headteachers and a training programme for schools' staff.

3.3 The 'Local Offer' is in place but the development of the Council's website provided an opportunity to improve the accessibility and readability of it through consultation with parents and young people. (March 2017)

3.4 The integration of the Early Intervention and SEND and Inclusion services and teams in February 2017 will result in a much more integrated pathway for children with disabilities, in order to achieve, the following:

Clarity around our offer for children with disability, earlier recognition and intervention through our children's services' front door', leading to less reliance on specialist assessments and EHC Plans.'

Greater participation and ownership for children young people and their parents in their plans and schooling choices, through improved practice and different ways of working.

3.5 The effectiveness of Local Areas (not just the Local Authority) in identifying and meeting the needs of children and young people who have a special educational need and or a disability is externally evaluated through a joint inspection by the Care Quality Commission and Ofsted and will determine how effectively the local area:

Identifies children and young people who have SEND

Assesses and meets the needs of children and young people who have SEND

Improves outcomes for children and young people who have SEND

In order to better understand our children with additional needs, special educational needs or a disability in Rutland and to assure ourselves that we are supporting them early and appropriately, a comprehensive dataset is being created, (currently containing 420 children and young people in the SEND system, as of March 2017) This is informing our SEND Needs Assessment and the review of our commissioning arrangements and will enable us to create a robust SEND Commissioning Strategy, (by August 2017). We are utilising regional expert advice to create this.

3.6 The multi-disciplinary High Needs Panel meets fortnightly and is providing more robust decision making and value for money around placements, including decisions on transport. All changes in care packages and new placements are presented for consideration to Panel.

3.7 The performance and quality of our SEND service and the monitoring of spend on services is now subject to regular monitoring, accountability and scrutiny within the Directorate performance processes and to the Health and Well Being Board via the Children's Trust governance arrangements

4 IMPLICATION FOR RESOURCES

- 4.1 The Education Funding Agency makes an allocation to local authorities for high needs as part of the Dedicated Schools Grant (DSG). The High Needs block is not separately ring-fenced within a Local Authority's DSG. This means that local authorities can decide to spend more or less of the funding than they have been allocated for high needs. The high needs funding system supports provision for pupils and students with SEND, from their early years to 25.
- 4.2 The government is consulting on proposals for a new national funding formula for high needs. Under the proposed formula Rutland will have its funding capped which will result in a loss of funding. If the Council has to place a pupil in an area where another local authority has seen an increase in high needs funding, then the Council could find itself having to pay more for the placement than it would have done if the funding had not changed. This will put additional pressure on authorities who have very little control on the costs they pay for placements.
- 4.3 The review of the service has identified a number of operational pressures in the service in the short term also, such as a long waiting list for education psychology assessment or advice, officer time to oversee and improve the quality of the EHC Plans, and capacity to implement the Liquid Logic electronic case management system.

5 CONSULTATION

- 5.1 Consultation is required in respect of the capital project as described in Point 2.2.4 above.
- 5.2 The SEND Code of Practice, (2015), make it explicit that Local Authorities and its partners must engage and co-produce with, children and young people and their families on their intervention plan and on the design and review of services. Key partners and stakeholders will be consulted within the described monitoring and review process

6 ALTERNATIVE OPTIONS

No other options are offered. The Local Authority has a statutory duty to identify children and young people with SEND and, taking account of the views of the young person and their parents, and to provide sufficient placements within the Local Authority or support the identification of suitable arrangements out of county to ensure those needs are met. The Local Authority can continue to offer placements under the current arrangements, although predictions indicate that there will be a shortfall in funding which will need to come from the schools block, therefore the SEND Transformation Plan will implement changes to bring about a reduction in long-term costs.

7 FINANCIAL IMPLICATIONS

- 7.1 The capital grant described in Point 2.2.3 will bring an additional £500,000 for Rutland over three years.
- 7.2 The service pressures identified in Point 4.3 above and the development work

referred to in Point 3.5 above, will necessitate a request to utilise c£50,000 of the SEND Reform earmarked reserves. This leaves c£70,000 in the reserve.

8 LEGAL AND GOVERNANCE CONSIDERATIONS

- 8.1 The Local Authority and its partners has a number of key statutory obligations to children and young people with disabilities and special educational needs, which includes, identification in the early years, the delivery of early help and targeted support and the provision specialist provision.
- 8.2 The Aiming High service supports the Council's statutory duty under the Breaks for Carers of Disabled Children Regulations 2011 (or the Short Break Duty) which requires Local Authorities to provide a range of short break services. This arrangement reflects the Children and Families Act and Care Act 2014 which places greater emphasis and importance on giving children with disabilities and their carer's greater choice and control in the support they need.
- 8.3 Local authorities must carry out their functions with a view to identifying all the children and young people in their area who have or may have SEN or have or may have a disability (Section 22 of the Children and Families Act 2014).
- 8.4 When carrying out their statutory duties under the Children and Families Act 2014, Local Authorities must do so with a view to making sure that services work together to promote children and young people's wellbeing or improve the quality of special educational provision (Section 25 of the Children and Families Act 2014)
- 8.5 Local authorities and clinical commissioning groups (CCGs) must make joint commissioning arrangements for education, health and care provision for children and young people with SEND (Section 26 of the Act) and local governance arrangements must be in place to ensure clear accountability for commissioning services for children and young people with SEND from birth to the age of 25.
- 8.6 Local authorities must publish a Local Offer, setting out in one place information about provision they expect to be available across education, health and social care for children and young people in their area who have SEND.
- 8.7 The SEND service is subject to monitoring, accountability and scrutiny within the Directorate's Quality Assurance and Performance Framework and to the Health and Well Being Board via the Children's Trust governance arrangements. The service will be seeking to establish a multiagency SEND Strategic Group to drive the implementation of the Transformation Plan across the Partnership and to comply with the Government's requirement to consult and engage stakeholders on the capital project as described in Point 2.2.4 above.

9 EQUALITY IMPACT ASSESSMENT

- 9.1 An Equality Impact Assessment is not required at this stage, however it will require completion as part of the stakeholder consultaion in Phase 2 of the Transformaiton Action Plan as described in Point 2.2.4 above.

10 COMMUNITY SAFETY IMPLICATIONS

- 10.1 There are no community safety implications

11 HEALTH AND WELLBEING IMPLICATIONS

- 11.1 Local Authority Health and Wellbeing Boards are required to develop Joint Strategic Needs Assessments and Joint Health and Wellbeing Strategies to support a joined-up approach to prevention, identification, assessment and early intervention, and the joint commissioning arrangements for those with disability and special educational needs. This will be addressed in the SEND Commissioning Strategy describe in Point 3.5 above.

12 ORGANISATIONAL IMPLICATIONS

- 12.1 Environmental implications – the opportunity to enhance existing physical spaces through the capital grant.
- 12.2 Human Resource implications – the additional operational and project capacity as describe in Point 4.3 above. Also in the longer term the future sustainability of personnel to deliver the transformation in schools and other education provision.
- 12.3 Procurement Implications - the engagement of a Project officer and a capital project would be subject of procurement regulations

13 CONCLUSION AND SUMMARY OF REASONS FOR THE RECOMMENDATIONS

- 13.1 That Cabinet notes the progress of the actions to date to achieve the Transformation Action Plan.
- 13.2 That Cabinet approves delegated authority to the DCS to create the Project Brief and Project Plan for the development of Phase 2 of the Transformation Action Plan and specifically delivering the capital project in order to implement and sustain the Rutland SEND Inclusion Strategy. The Project Brief and Project Plan including use of the £500,000 capital grant will be subject to Cabinet approval.
- 13.3 That Cabinet approves the SEND Inclusion Strategy
- 13.4 Approve use of c£50,000 ear marked reserves.

14 BACKGROUND PAPERS

- 14.1 Cabinet Report No. 22/2017 17th January 2017

15 APPENDICES

- 15.1 Appendix A - SEND Inclusion Strategy

A Large Print or Braille Version of this Report is available upon request – Contact 01572 722577.

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Rutland
County Council



*East Leicestershire and Rutland
Clinical Commissioning Group*

Inclusive Rutland
Rutland's Disability and SEN
Strategy
March 2017



SUMMARY

INCLUSION in RUTLAND

Our vision

In Rutland we are committed to being a County that promotes inclusion, maximises young people's opportunities to be independent and focuses on their abilities not their disabilities. We believe that every child and young person with special educational needs and disabilities from Rutland should, wherever possible, have their needs met locally, and that they should expect to receive high quality provision which promotes good health, care and educational progress. This includes access to universal services as well as specialist support where required.

Our Strategy

Our Inclusion Strategy turns our vision into actions. Our Strategy provides us with an opportunity to create a shared view of issues and actions about special educational needs and disability. It brings partners together in a shared understanding of the area and enables us to work collaboratively to combat pressures in the system so that we utilise our resources in a way that achieves the best outcomes for children and young people with special educational needs and disabilities (SEND). It enables us together to identify the gaps and challenge what needs to change and to be done differently going forward.

In summary it is useful for families, our schools and our partners to know where we are headed and why.

Where are we now?

- There are 7,768 children and young people, 0 to 17 years, (20.7%) of Rutland's population
- We have identified over 400 children with an additional need in Rutland (February 2017)
- 46.7% of children looked after are on SEN support (2013/14)

- 14.6% of pupils attending schools in Rutland (2015/16) have a statutory plan of SEN or are receiving SEN support - 2.5% of secondary pupils compared to 1.7% nationally
- 9.1% of children receive school support in primary schools compared to 12.1% national figure
- 207 Rutland children have an Education Health and Care Plan (EHCP) (February 2017)
- The spend for high level SEND in Rutland is considerable - £3.821million for 2017/18.
- 58 children are in out of county special schools and 41 young people are in post 16 out of county colleges.

What will we achieve?

1. Identify the needs of our children sooner and put support in place earlier, so we reduce the need for EHC Plans in line with national or below national levels.
2. More children will be able to maintain their education and their family life in Rutland when it is in their interest.
3. Children and parents will have more choice and feel more in control of their support plan.

What are we going to do?

- Monitor and review the response for children and young people with SEN/D with an emphasis on promoting inclusion through evidence-based early support and intervention, and enabling mainstream schools to meet a range of more complex needs.
- Direct our resources to support our early years providers, mainstream schools and post 16 settings to provide effective provision for children and young people with special educational needs and disabilities, so that they can thrive and make good progress in their learning and can move easily on to the next stage

of their education and have aspirations for employment and independent adult life.

- Be proactive in including children and young people with special educational needs and disabilities and their parents or carers, in all decisions about their individual support and listen to and act on what they tell us about local education, health and care provision.

This Strategy will be supported by an **Action Plan** containing; a detailed set of actions with timescales, outcome measures, and resource implications.

Expectations in Rutland as defined in the SEN and Disability Code of Practice (2015)

- Participation of and co-production with children and families in decision making about their support
- Collaboration between education, health and social care services – services working together
- Special educational provision is made available for those who need it
- Early years providers, schools and colleges know precisely where their children and young people with SEN are in their learning and development and provide suitable stretch and challenge in their education that enables children and young people to work towards and achieve their aspirations.
- A focus on inclusive practice and removing barriers to learning – children with SEN are treated fairly
- Support successful preparation for transition through phase of their education and transition in to adulthood and employment

Why an Inclusion Strategy?

This document outlines Rutland's Inclusive Offer and informs the approach partners, take in working with children and families and the design of future services.

Our Inclusion Strategy and our 'Inclusive Offer' takes into account national research and reviews, for example, by Frank Field and Graham Allen, with regards to the importance of the early years and early intervention.



Our offer also takes into account key messages from Working Together to Safeguard Children, (DfE 2013, revised 2015), SEND Code of Practice (DfE/DoH 2015), and the Keeping Children Safe in Education (DfE 2016). These messages include:

- that our children with special educational needs or disability achieve well in their early years, at school and in college and lead happy and fulfilled lives
- that special educational needs and disability is picked up at the earliest point with support routinely put in place quickly.
- that parents will know what service they can reasonably expect to be provided
- that we involve children and young people and their parents and carers in decisions about their support
- that we focus on life outcomes including employment and greater independence

Some children and young people may require more help to learn and develop than children and young people of the same age. If this is the case they may be classed as having special educational needs (SEN) so they can get extra support. Some children and young people with SEN may also have a disability which does not affect their ability to learn but might stop them from being able to do certain day-to-day things. In this document the term SEN and Disability is used across the 0 to 25 age range and includes learning difficulties and disabilities.

Rutland is committed to safeguarding disabled children and young people, promoting safer care, and ensuring that children are appropriately protected.

This Strategy sets out clear expectations of the Council, its partners and especially

health and education providers, which reflects the statutory requirement under primary legislation, regulation and case law as set out in the SEND Code of Practice (2015), Section 28 Duty to Co-operate and the Local Safeguarding Board Safeguarding procedures.

The financial context is increasingly challenging and will continue to be so. Demands and pressures on services are increasing while resources become more constrained. There are likely to be further changes during the life of this Strategy that we will need to take account of.

We will manage and monitor the equitable use of this funding to make sure we get the best outcomes for children and young people with higher level needs and the most value for money. In this context it is more important than ever that all partners work together to share information, expertise and resources to meet needs and ensure positive outcomes for children and young people with SEND.

About Rutland:

- **8%** of Rutland's children live in poverty
- **5.9%** of children in nurseries are entitled to Free School Meals (FSM)
- **22.3%** of pupils are eligible for support via the pupil premium
- X children and young people were identified as 'children in need' in 2015/2016. A significant presenting issue is abuse and neglect.
- This is a total of 60 young people providing up to 19 hours per week of unpaid care, 1.8% of young people. (2011 Census)
- **31.8%** of children have a moderate learning difficulty
- **124** children with a disability in receipt of Aiming High short breaks or positive activities
- **25** children with a disability in receipt of Social Care (CiN) care packages
- **11.5%** of school age children in need have a disability
- **2** children have permanent exclusions and **47** children have fixed term exclusions
- **5** children are electively home educated

Overall standards of educational achievement in Rutland are relatively high and continue to improve. However, this is not true for learners with SEN where standards and outcomes are not improving to the same extent. The SEN attainment gap remains comparatively wide and is an ongoing cause of concern. This is evident from Early Years onwards.

1. Introduction

What is Inclusion?

Inclusive Rutland describes our positive response to individual needs, differences,



abilities and disabilities by striving to meet the needs of different people and taking deliberate action to create environments where everyone feels respected and able to achieve their full potential. It means putting support in place when it is needed and knowing when to withdraw, adjusting an offer or intervention to meet needs. In education, inclusion is about the child's right to participate and the school's duty to accept the child and to take every action to ensure they succeed. This could include providing more accessible and understandable information, adjustment to the delivery of certain curriculum areas or providing one to one support in school or in college.

Being 'inclusive' requires us to meet the needs of children and families as soon as additional

needs start to emerge, or when there is a strong likelihood that an additional need or disability will emerge in the future in relation to, for example, emotional and behavioural difficulties or learning difficulties. Education settings must make sure they meet the "reasonable" special educational needs of children. This means that education settings – early year's settings, schools and colleges – should be able to meet the needs of most children with a learning disability and are required to make reasonable adjustments to be able to do so through quality differentiated teaching and learning.

Our Inclusive Offer is not just for very young children as additional needs may also emerge at any point throughout childhood, adolescence and in to adulthood. The Inclusive Offer includes universal services; such as early year's settings and schools, health visiting and GP services or adult learning programmes and targeted services; such as one to one family support in the home, or the Aiming

High for disabled children short breaks, and specialist services, such as social care or Child and Adolescent Mental Health Services (CAMHS), which are designed to reduce or prevent specific problems from escalating or becoming entrenched.

SEN Support is the graduated process schools and other settings use to identify and meet the needs of children with SEN. This support should be regularly reviewed, utilizing the, 'assess, plan, do, review' model, with support then adjusted where necessary to ensure it is still effective and leading to improved outcomes in line with the SEND Code of Practice (2015).

Key Principles

Rutland County Council and its partners' commitment to an Inclusive Rutland is central to the delivery of the Children and Young People's Plan, the Health and Well Being Strategy and the Education Improvement Strategy, with inclusion cutting across key priority outcomes which are underpinned by a key set of principles, as set out in the SEND Code of Practice, (2015) and reflect our Leicester, Leicestershire and Rutland (LLR) Thresholds Document (LSCB 2016)

Principles underpinning early intervention and inclusion

- Identify early, children and young people's needs and put in place early intervention to support them
- Support the participation and co-production of children and their parents in decision making
- Have regard for the views, wishes and feelings of the child or young person and the child's parents and strive to offer greater choice and control for young people and their parents over their support
- Deliver high quality education,
- care and health provision to meet the needs of children and young people
- Promote inclusive practice and removing barriers to learning
- There are clear pathways for those accessing our services and there is clarity around thresholds for services and support
- Work in collaboration with education health and social care services to provide support and reduce duplication of assessment so that children, young people and their families do not tell their stories multiple times.
- Young people make successful transitions through phases, (e.g. primary to secondary transfer) and/or types of provision and to adulthood and independent living and employment
- Our workforce will be supported to be multi-skilled and to be able to support a range of needs and approaches when working with families, for example adopting the principle of the Signs of Safety model of working with families to identify strengths and to resolve challenges.

- The services we deliver will offer best value for money and utilise shared expertise and resource across partnerships.

Performance and Outcomes

Rutland's Health and Well Being Board, through the Children's Trust arrangements, will test the effectiveness of our integrated and inclusive system, will monitor if the outcomes for children and their families are being achieved and will agree the key performance indicators to measure the impact and effectiveness of our strategy.

We have identified key action points which are expanded on in our action plan. We show the specific actions, how we will measure success, and the timescales for completion. This action plan will be developed further providing more detailed information including quantitative and qualitative measures to evidence the outcomes. We will review the action plan regularly over the timescale of the strategy. We will report on an annual basis and publish this on the Council Local Offer website.

Our key performance indicators include priority outcomes such as:

- Early identification and timely response to reduce the need for specialist services or unnecessary intrusions in families' lives
- Children and young people achieve their potential and educational standards at least in line with those seen nationally
- More children retained and succeeding in mainstream educational settings if this is the most appropriate setting for them, through high quality education provision
- Interventions are effective and proportionate to need
- Children and their families experience improvements in their life at the end of an intervention.
- Children and young people make successful transitions through phases, (e.g. primary to secondary transfer) and/or types of provision and transition in to adulthood and independent living and employment
- Sustained and meaningful engagement of children and their parents or carers in their support plans
- More young people and adults supported in appropriate training and employment
- There is fair access to high quality support and provision for all children, young people and their families across the county
- A resilient system that responds to demand and provides best value for money

Key features of an Inclusive Offer

Rutland County Council provides the ‘front door’ through which parents and professionals can access additional support at any level, including early help advice and support.

The critical features of an effective Inclusive Offer which have been identified nationally and on which Rutland’s process is founded are:

- a collaborative and a multi-disciplinary approach that brings a range of professional skills and expertise to bear through a “Team Around The Family” approach
- a relationship with a trusted Lead Professional who can engage the child and their family, and if necessary co-ordinate the support needed from other agencies around a family, this could be, the teacher, early help practitioner or inclusion officer
- practice that empowers families and helps them to develop the capacity to maintain a family life and fulfil their caring duties
- a holistic approach that addresses children’s needs in the wider family and community context
- a published local offer of support, services and provision, how to access it and how to raise concerns or seek redress and a simple and streamlined referral and assessment processes that are easy to access for families and easy for partners to understand
- education taking place, wherever possible, within the child or young person’s mainstream educational setting
- the use of effective practice, data and wider intelligence and independent assessment to drive improvement;
- clearly-defined and understood roles and responsibilities
- increased integration of services and joint commissioning across the LA and Health.



2. Identifying children and families who would benefit from early help

The Children and Families Act 2014 (sections 22

Inclusion Strategy March 2017



-24), clearly sets out the Local Authority's and the NHS's duties to identify all children and young people in their area who may have special educational need or have or may have a disability. 'Working Together to Safeguard Children (DfE 2013, revised 2015) and Rutland's Early Help Strategy puts the responsibility on all professionals and educators to identify emerging needs and to take professional responsibility to ensure that if a family does not meet the thresholds for specific services, that action is taken to prevent the lower level needs escalating.

Key professionals and educators working in universal services in Rutland are best placed to identify children or their families, who have or may have an SEN or disability and therefore at risk of poor outcomes. Health providers, schools and settings have a duty to ensure that all children achieve well and that those with additional needs have an educational offer which enables them to succeed and reach their potential. Early intervention is essential, with high quality teaching reflecting the need of the child and adjusted to enable the child to access a curriculum through which they develop skills which will improve their life chances. Wherever it is appropriate to do so, children with additional needs should be supported and encouraged to remain within a mainstream setting.

This is achievable and will be central to the success of the Rutland Inclusion Strategy.

Alongside this, we will utilise local intelligence such as the Joint Strategic Needs Assessment (JSNA), school's census data, data collated through the 0 to 19 Healthy Child programme and our Children's Centre programme, to understand local need and inform joint commissioning arrangements.

Inclusion in Rutland involves providing support as soon as a problem emerges, at any point in a child's life, from the early years through to teenage years in to adulthood: **preventing the problems occurring**, providing targeted support or adding value and collaboration to an existing intervention: **preventing problems escalating**, and to prevent re-escalation and further statutory intervention: **reducing the severity of problems**.

3. Who can Access Support?

The provision of early help and inclusion services forms part of Rutland's continuum of help and support to respond to the different levels of need of our individual children and families. In Rutland we describe these as follows:

Universal need - Services working with children and families, to promote positive outcomes for everyone; GP'S, midwives, health visitors, school nurses, schools and early year's settings, adult learning and community voluntary groups. Practitioners working in these services should identify where children and families would benefit from

extra help at an early stage and monitor and review the effectiveness of that support to ensure it is continuing to meet the child or young person's needs. Schools and settings are ideally placed to plan and deliver a curriculum and wider activities which accurately reflects the needs of the child or young person and enables them to achieve well when considering their starting points.

Early Help and Targeted need - Services focus on children, young people and families who may need support either through a single service or through an integrated multi-agency response, for example, short breaks, respite, housing support or youth education and careers. They work with families where there are signs that without support a child may not achieve good outcomes and fulfil their potential.

Specialist need - Services, such as social care, CAMHS, Therapy provision, adult social care services, the SEND and Inclusion team, focus on families with individual or multiple complex needs, including where help has been requested through Section 17 - a child in need or where a specific disability or condition is diagnosed and a request for multiagency statutory assessment for an EHC Plan is made.

This document should be read in conjunction with the LLR LSCB Thresholds document updated September 2016. Thresholds for access to services for children and families:

<http://lrsb.org.uk/uploads/view-the-llr-lscb-thresholds-for-access-to-services-for-children-and-families-in-leicester-leicestershire-rutland.pdf>

4. How to access support

To ensure that the best possible and earliest support is provided to children and families, there needs to be easy and accessible support through the Local Offer'' and an early assessment of need considering a child's developmental needs, family and environmental factors and parenting capacity.

In Rutland, this assessment is undertaken through usage of the Early Help Assessment. All staff should be aware of the early help process, and understand their role in it. This includes identifying emerging problems, liaising with the designated safeguarding lead, sharing information with other professionals to support early identification and assessment and, in some cases, acting as the lead professional in undertaking an early help assessment. (Keeping Children Safe in Education DfE 2016)

In some cases a professional or educator will be able to identify a specific need, but may not be able to provide appropriate support. In this instance the Early Help coordinator or Inclusion Officer will support the referrer to the appropriate services or intervention.

Where the assessment identifies early help that cannot be met by a single agency or service, there needs to be a coordinated response with local agencies working together to support the family. The Team around the Family (TAF) model is used in Rutland to bring together a range of different practitioners from across the children and young people's workforce and where necessary adult services.

If a child's needs are too complex to be supported successfully through the early help offer, then the child or young person, their parents, school or college can request either a statutory assessment which may lead to an Education, Health and Care Plan (EHCP) if there are barriers to learning or a Single Assessment if the needs are for social care. Both assessments should be conducted in a timely way, with all partners providing effective support and provision towards the best outcomes for the child or young person through regular review. Strategies and planning should be in place to promote independence and 'stepping down' of provision if support is no longer needed or appropriate.

5. Our success criteria and outcomes

Our Inclusive Offer is targeted at achieving our priorities for children and families as set out in the Children, Young People and Families Plan, Priority Actions 2017/18 and the LSCB Business Plan 2017/2018. We have identified key actions that will help us to achieve these outcomes.

Our Actions

1. We identify when children and families need help at the earliest opportunity through robust partnership working and shared intelligence. This will include developing robust front door arrangements. The Council's website and Information Service will be developed to provide information and support for children, young people and their families.
2. We provide a range of integrated services across early years and in to adulthood. These services will support prospective parents, children in early years, in primary and secondary education and through into early adulthood.
3. We support children with additional needs and their parents and carers in a way that enables them to succeed in their education and engage in positive activities in their community and we can evidence their achievements and progress socially, emotionally and academically

1. We offer support and guidance to all of our schools and settings to enable as many children and young people who have SEND to access their education in their local mainstream setting. Our school Admissions and Fair Access policies and practices will reflect our commitment to inclusion. If a child's needs are unable to be met within that setting, we will support the family in identifying the next steps for their child
2. We work across children and adult services to adopt a whole family approach when working with families, ensuring our support recognises all the influencing factors on a child or young person's life.

6. Our Inclusion Development Plan

The LLR LSCB Thresholds document (2016) describes levels of need in families and the relevant responses that can be delivered by universal, early help or specialist services.

The 'Inclusive Offer' across the partnership in Rutland requires further development and there is now a greater need for ensuring that our offer to children with SEN and disability is coordinated and clearly understood by practitioners and managers in the Council and across the partnership, especially with health and education providers, and for these activities to be robustly driven forward by the Children's Trust. This coupled with the review of the SEND Local Offer and the emphasis on safeguarding children with a disability means that inclusion development should be a focus of attention within the partnership.



Rutland County Council and its partners have a set of priority development themes which are:

1. Building strong partnerships in and beyond the organisation
2. A new simpler assessment and a clear pathway to early help and inclusion services
3. Working across children and adult services to provide a whole family approach
4. A timely and responsive offer that is contributing to safeguarding children and

young people

5. Greater accountability for schools to improve outcomes for children and young people so that achievement is at least in line with national data
6. A greater number of children educated within their local mainstream setting with fewer children having to be educated out of Rutland when this provision is available in the county
7. Children and young people engaged and participating in shaping their support plan and co designing their services through our Participation Strategy
8. A well trained integrated children's workforce
9. Creating sustainability by drawing on existing resources in the local community and the expertise of the voluntary sector is maximized.

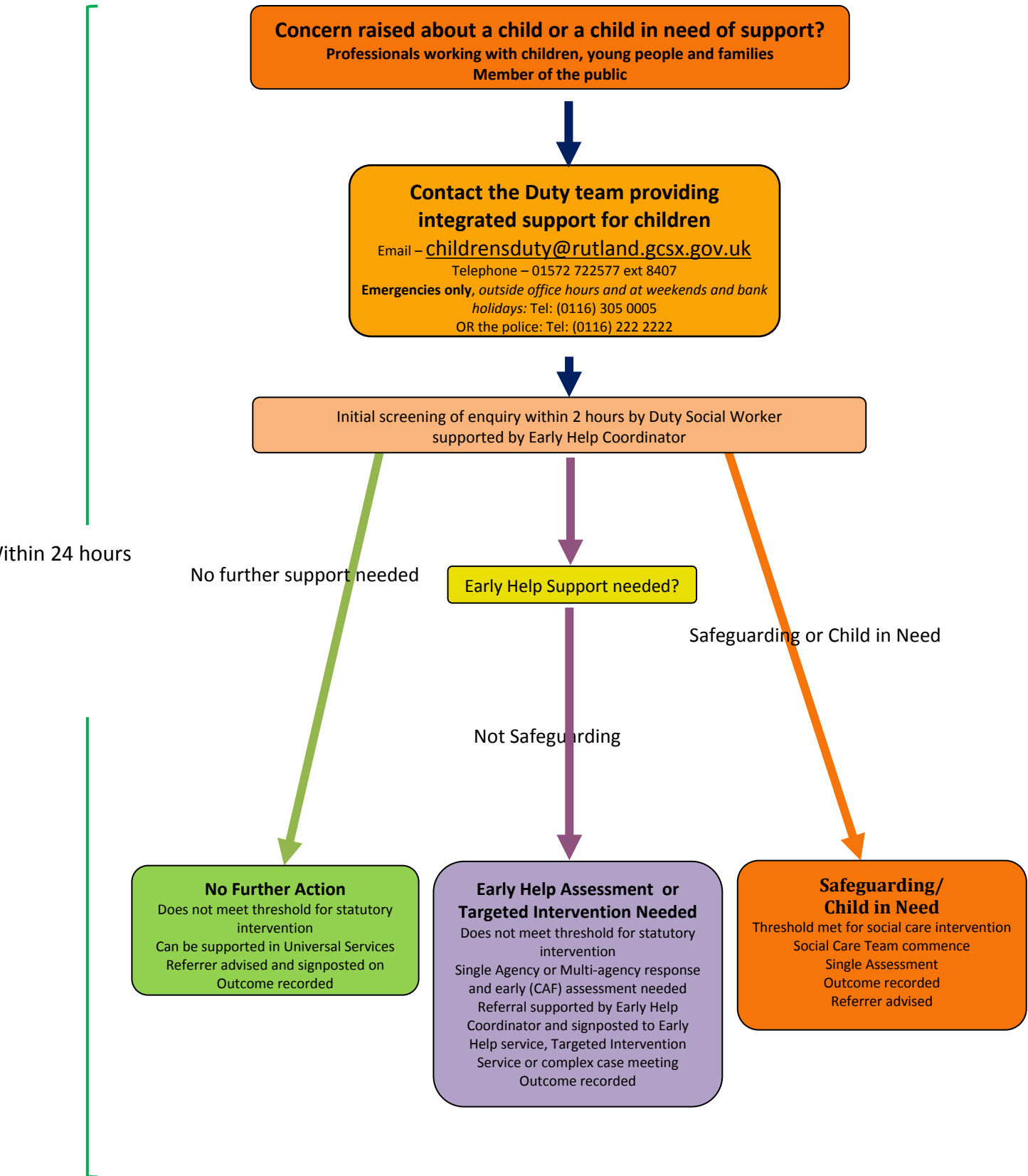
References

1. Working Together to Safeguard Children – A guide to inter-agency working to safeguard and promote the welfare of children (March 2013, revised 2015)
2. Field, F. (2010) The Foundation Years: preventing poor children becoming poor adults
3. Allen, G (2011), Early Intervention: the next steps
4. SEN and Disability Code of Practice 0 to 25 years – statutory guidance for organizations which work with and support children and young people who have a special educational needs or disability (January 2015) <https://www.gov.uk/government/publications/send-code-of-practice-0-to-25>
5. Keeping Children Safe in Education – statutory guidance for schools and colleges (September 2016) Equality Act 2010 <http://www.legislation.gov.uk/ukpga/2010/15/contents>
6. Children and Families Act 2014 <http://www.legislation.gov.uk/ukpga/2014/6/contents/enacted>
7. Care Act <http://www.legislation.gov.uk/ukpga/2014/23/contents/enacted>
8. DfE Guidance on Equality Act for Schools May 2014 https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/315587/Equality_Act_Advice_Final.pdf
9. SEN and Disability Regulations 2014 http://www.legislation.gov.uk/uksi/2014/1530/pdfs/uksi_20141530_en.pdf
10. Transitions Guidance (Statements to EHCs) <https://www.gov.uk/government/publications/send-managing-changes-to-legislation-from-september-2014--3>



For general enquiries about services for Children and Families
 For information about services, organisations, events and activities, please visit the RCC Services Directory at http://www.rutland.gov.uk/education_and_learning/family_information_service.aspx where you will find information relating to services for:

- Families, children and young people aged 0-19 years
- Families with children and young people who have special education needs and disabilities (The SEND Local Offer)



Useful Contacts:

Rutland County Council
<http://www.rutland.gov.uk/>

Rutland Family Information Service
http://www.rutland.gov.uk/education_and_learning/family_information_service.aspx

Rutland Children's Duty Team
Email: childrensduty@rutland.gcsx.gov.uk

Local Safeguarding Children's Board (LSCB)
www.lrsb.org.uk

Thresholds of Access to Services for Children and Families in Leicester, Leicestershire & Rutland
<http://lrsb.org.uk/uploads/thresholds-for-access-to-services-for-children-and-families-feb-2015.pdf>

Working Together to Safeguarding Children (2015)
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/419595/Working_Together_to_Safeguard_Children.pdf

NSPCC
<http://www.nspcc.org.uk/>

Citizens Advice (RIASS)
<https://www.citizensadvice.org.uk/>

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