



Time and Date

2.00 pm on Tuesday, 11th April 2017

Place

Committee Room 3 - Council House

Public business

1. **Apologies**
2. **Declarations of Interest**
3. **Minutes** (Pages 5 - 22)
 - (a) To agree the minutes from the meeting of Cabinet on 7th March 2017
 - (b) Matters arising
4. **Exclusion of Press And Public**

To consider whether to exclude the press and public for the item(s) of private business for the reasons shown in the report.
5. **Procurement for Term Contracts Project Management and Property Services** (Pages 23 - 28)

Report of the Deputy Chief Executive (Place)
6. **Modernising Public Health Children's and Lifestyles Services** (Pages 29 - 52)

Report of the Deputy Chief Executive (People)
7. **Children's External Residential Services** (Pages 53 - 62)

Report of the Deputy Chief Executive (People)
8. **Request to enter into Wayleave Agreement with Western Power Distribution to Supply Jaguar Land Rover** (Pages 63 - 82)

Report of the Deputy Chief Executive (Place)
9. **Council Acting as Charitable Trustees for War Memorial Park** (Pages 83 - 94)

Report of the Deputy Chief Executive (Place)

10. **Culture Coventry Trust - Financial Performance and Support Arrangements** (Pages 95 - 104)
Report of the Deputy Chief Executive (Place)
11. **Outstanding Issues** (Pages 105 - 108)
Report of the Deputy Chief Executive (Place)
12. **Any other items of public business which the Chair decides to take as a matter of urgency because of the special circumstances involved.**

Private business

13. **Modernising Public Health Children's and Lifestyles Services** (Pages 109 - 132)
Report of the Deputy Chief Executive (People)
(Listing Officer: P Hargrave Tel: 024 7683 2868)
14. **Children's External Residential Services** (Pages 133 - 142)
Report of the Deputy Chief Executive (People)
(Listing Officer: Sally Giles, Tel: 024 7683 2361)
15. **Request to enter into Wayleave Agreement with Western Power Distribution to Supply Jaguar Land Rover** (Pages 143 - 162)
Report of the Deputy Chief Executive (Place)
(Listing Officer: A Walimia, Tel: 024 7683 3384)
16. **Council Acting as Charitable Trustees for War Memorial Park** (Pages 163 - 174)
Report of the Deputy Chief Executive (Place)
(Listing Officer: Azim Walimia, Tel: 024 7683 3384)
17. **Culture Coventry Trust - Financial Performance and Support Arrangements** (Pages 175 - 184)
Report of the Deputy Chief Executive (Place)
(Listing Officer: P Helm, Telephone 024 7683 1301)
18. **Any other items of private business which the Chair decides to take as a matter of urgency because of the special circumstances involved.**

Martin Yardley, Deputy Chief Executive (Place), Council House, Coventry
Monday, 3 April 2017

Note: The person to contact about the agenda and documents for this meeting is Lara Knight / Michelle Salmon, Governance Services, Tel: 024 7683 3237 / 3065, Email: lara.knight@coventry.gov.uk / michelle.salmon@coventry.gov.uk

Membership: Councillors L Bigham, P Akhtar (Deputy Cabinet Member), R Ali (Deputy Cabinet Member), F Abbott, K Caan, G Duggins (Chair), J Innes, A Khan (Deputy Chair), R Lakha (Deputy Cabinet Member), K Maton, J Mutton, J O'Boyle, E Ruane, P Seaman (Deputy Cabinet Member), C Thomas (Deputy Cabinet Member) and D Welsh (Deputy Cabinet Member)

By invitation Councillors J Blundell and G Crookes (non-voting Opposition representatives)

Please note: a hearing loop is available in the committee rooms

If you require a British Sign Language interpreter for this meeting OR if you would like this information in another format or language please contact us.

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Agenda Item 3

Coventry City Council Minutes of the Meeting of Cabinet held at 2.00 pm on Tuesday, 7 March 2017

Present:

Members: Councillor G Duggins (Chair)
Councillor L Bigham
Councillor F Abbott
Councillor K Caan
Councillor J Innes
Councillor A Khan
Councillor K Maton
Councillor J Mutton
Councillor J O'Boyle
Councillor E Ruane

Non-Voting Deputy
Cabinet Members: Councillor R Ali
Councillor P Akhtar
Councillor R Lakha
Councillor P Seaman

Non-Voting Opposition
Members: Councillor J Blundell
Councillor G Crookes

Non-Voting Scrutiny
Chairs: Councillor Akhtar
Councillor McNicholas

Other Non-Voting
Members In Attendance: Councillor R Bailey
Councillor T Sawdon
Councillor G Williams

Employees (by Directorate):

Chief Executive M Reeves (Chief Executive), J Moynihan

People K Nelson (Director of Education), P Barnett, B Barrett, A Coles,
L Commane, J Essex, C Hickin, M McGinty

Place M Yardley (Executive Director), M Andrews, D Cockroft,
B Hastie, C Knight, H Lynch, L Nagle, M Salmon, R Sugars

Apologies: Councillor L Kelly
Councillor R Lancaster
Councillor M Mutton
Councillor C Thomas
Councillor D Welsh

Public Business

116. **Declarations of Interest**

Councillor R Lakha declared an other interest in the matter referred to in Minute 119 below, headed 'Connecting Communities – Phase 2 Outcome of Consultation'. He withdrew from the meeting during the consideration of this item.

Councillor R Lakha declared a Disclosable Pecuniary Interest and Councillors F Abbott and L Bigham declared an other interest, in the matters referred to in Minutes 127 and 131 below headed 'Workforce Reform'. They withdrew from the meeting during the consideration of these items.

117. **Minutes**

The minutes of the meetings of Cabinet on 3rd and 24th January 2017 and 21st February 2017 were agreed and signed as a true record. There were no matters arising.

118. **Exclusion of Press And Public**

RESOLVED that the Cabinet agrees to exclude the press and public under Sections 100(A)(4) of the Local Government Act 1972 relating to the private reports in minute 131 below headed 'Workforce Reforms' on the grounds that it refers to information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority and in all circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

119. **Connecting Communities - Phase 2 Outcome of Consultation**

The Cabinet considered a report of the Executive Director of People, that had also been considered by Scrutiny Co-ordination Committee on 3rd March 2017 (their minute 64/16 referred), that provided an update on consultation feedback and the outcome of engagement with local communities to explore how services might be delivered differently in the future for Phase 2 of the Connecting Communities proposals. Phase 2 comprised two overarching proposals to reshape the way that support was delivered to children and young people aged 0 to 19 years and the provision of library services in the city.

Connecting Communities was an ambitious approach to redesigning services through collaboration with local communities. Phase 1 of Connecting Communities focused on ten specific proposals, all of which were on track to deliver the £1m savings target set for 2016/2017 and £1.2m ongoing.

Phase 2 of Connecting Communities focused on how services and support could be delivered differently in local communities with the greatest need, within the resources that were available. As a consequence of cuts, a target of £3.8m was set for this work. Across all phases of Connecting Communities a total of £5m savings must be achieved, in line with the total requirement set for the original City

Centre First programme, which had now been incorporated into the wider Connecting Communities change programme.

The grant Coventry received from central Government had reduced by 49% from 2010/2011 to 2017/2018 and by 2020 this was estimated to reduce further to a 55% reduction. Due to the increase in the city's population this equated to a 51% reduction per person from 2010/2011 to 2017/2018. The budget for the People Directorate was 70% of the Council's net budget and so the services provided by the People Directorate needed to contribute significantly towards those savings.

The scale of grant cuts meant the current way in which services were delivered was no longer sustainable. The financial position and the needs of residents needed to be balanced alongside making radical changes in the delivery of services. This meant working closely with residents and partners in new ways to maximise the total public funding that remained to support the most vulnerable in the city. Part of the Council's strategy was also to work with organisations that could draw upon resources that the Council cannot access and to enable this to happen as far as possible. The delivery of the savings programme detailed in the report contributed to the total savings required of £35m by 2017/2018.

Coventry's long-term strategy was to focus on avoiding crude cuts through closer partnership working with statutory and voluntary agencies, and communities. The Connecting Communities approach was to work with others to redesign services that could be delivered within the resources available, focusing on supporting those areas that were most in need. Connecting Communities was the overarching transformational change programme for the Council's People Directorate which delivered a wide range of key frontline services to Coventry residents and as such further phases were likely to be forthcoming at a later point.

In August 2016, Cabinet approved public consultation on two proposals (their minute 24/16 referred), with a number of key elements from 12 September 2016 to 12 December 2016.

A number of council services were included within the scope of Connecting Communities including libraries, children's centres, nurseries and the youth service. The list was by no means exhaustive and was expected to eventually comprise of all elements of People Directorate, and possibly wider service transformation to deliver broader savings targets.

The Cabinet noted that the report had been considered by the Scrutiny Co-ordination Committee at their meeting on 3rd March 2017, and a briefing note setting out their recommendations was circulated at the meeting. The Committee recommended that the Cabinet agrees:

1. To Involve Ward Councillors in further discussions about the implementation of the proposals.
2. To provide Ward Councillors with mapping information so they can see how the proposed changes affect theirs and surrounding wards.

3. That no childcare or children's centre provision is closed without outreach services in place to support vulnerable families and ensure that there are no gaps in provision.
4. That before any umbrella organisation is considered for youth provision in the city, careful consideration is made as to how this would operate, the impact it would have and the potential cost of delivery.

The Cabinet also noted that petitions submitted as part of the Connecting Communities consultation had been considered by the Cabinet Member for Children and Young People on 28th February 2017 and the Cabinet Member for Education and Skills on 6th March 2017 and a briefing note setting out their recommendations was circulated at the meeting.

The Cabinet Member for Children and Young People recommended that:

- i) Cabinet take account of the issues raised through the petitions, submitted as part of the Connecting Communities consultation on the 'Family Hubs' proposal, when considering the Connecting Communities report at their meeting on 7th March 2017.

The Cabinet Member for Education and Skills recommended that the Cabinet:

- i) Takes into account the issues raised through the petitions submitted as part of the Connecting Communities consultation on Library proposals when considering the Connecting Communities report at their meeting on 7th March, 2017.
- ii) Recognising the high level of community support and interest in maintaining libraries, recommends that the Cabinet considers using that level of support to campaign for increased Government funding.

RESOLVED that the Cabinet:

- 1. Agrees to the additional recommendations from the Scrutiny Co-ordination Committee.**
- 2. Agrees to the additional recommendation from the Cabinet Member Children and Young People**
- 3. Agrees to the additional recommendations from the Cabinet Member for Education and Skills.**
- 4. Notes that 10 petitions were considered by the Cabinet Member for Education and Skills and the Cabinet Member for Children and Young People in relation to the proposals, at their respective meetings on 28th February 2017 and 6th March 2017, and have been considered as part of the consultation process and outcomes.**
- 5. Notes the outcomes of the consultation and the resulting equality impacts and the updated Equality Consultation Analyses detailed in Appendix A to the report.**

6. Approves the implementation of the proposals detailed in Appendix B to the report:-

I - Family Hubs

- i. To develop eight integrated family hubs for 0 to 19 year olds from the current children's centres and youth services, located in areas of highest need, specifically at the following current children's centres: Bell Green, Foleshill, Tile Hill, Radford, Moat House (Wood End), Middle Ride (Willenhall), Gosford Park and Hillfields by September 2017.**
- ii. For the Council to end children's centre provision from the following six children's centres: Barley Lea (Stoke Aldermoor), Canley, St Augustine (Radford), Stoke Heath, Richard Lee (Wyken) and Spon Gate (Spon End) by September 2017.**
- iii. To end children's centre contracts with private, voluntary and independent providers at Tommies, Flutterbies and Valley House by May 2017.**
- iv. To end all Council directly provided term-time nursery provision in 9 children's centres (Foleshill, Tile Hill, Radford, Moat House (Wood End), Middle Ride, Bell Green, Barley Lea (Stoke Aldermoor), Canley and Stoke Heath) by September 2017.**
- v. To proceed to implementation of a new operational model for delivery of nursery provision by the Private, Voluntary and Independent sector, for two, three and four year olds in current children's centre buildings by September 2017.**
- vi. To retain Council delivery of a targeted and specialist youth offer focused on young people who are hardest to reach and most vulnerable as part of the family hub model.**
- vii. To end Council provided universal youth work provision in the following 16 locations: Youth Centres: African Caribbean Centre for Young People (Freehold Street, Hillfields), Hillfields Young People's Centre (Yardley Street, Hillfields), Jardine Crescent Young People's Centre, On Target Youth Centre (Doe Bank Lane, Spon End), People's Place (Acorn Street, Stoke Aldermoor), Stoke Park Youth Centre, Whoberley Youth Centre, Wood End Youth Centre (The Venny); and Community venues at Bell Green Community Centre, Cheylesmore Community Centre, Hagard Community Centre, Henley Green Community Centre, Jubilee Crescent Community Centre, Stoke Heath Community Centre, Xcel Leisure Centre (Canley) and Baginton Fields School by September 2017.**

- viii. To retain Hillfields Young People's Centre as a Children's Resource Centre and to retain On Target Youth Centre but further explore the transfer of this building to the voluntary youth sector.

II - Libraries

- i. To develop sustainable, modern and comprehensive libraries as community hubs in three broad categories: core libraries, partnership libraries and community libraries.
 - ii. To retain five core library services; Central Library, Bell Green, Foleshill, Stoke and Tile Hill with a reduced budget and increased self-service and volunteering opportunities as well as seeking to share space with partners wherever possible with the development of Stoke Library as a Library and Learning Centre as part of Connecting Communities.
 - iii. To retain Aldermoor library and Allesley Park as partnership libraries in their existing locations with reduced budgets by September 2017.
 - iv. To retain Canley library as a partnership library and continue developments to relocate to the Charter Primary School site as part of the existing children's centre space by September 2017.
 - v. To retain Hillfields as a partnership library and relocate to the WATCH building with a reduced budget from October 2017.
 - vi. To retain Jubilee Crescent library as a partnership library with a reduced budget by September 2017 and take forward plans to redevelop the site including library provision with a reduced budget.
 - vii. To work with community groups to enable the transition of Cheylesmore, Earlsdon and Finham libraries to become community-led by September 2017.
 - viii. To work with Caludon Castle School to enable the transition to a community-led library by September 2017.
 - ix. To defer and develop options for the future delivery of a library service in Coundon as part of Connecting Communities to be included in Phase 3 plans.
7. Approves the following recommendations for the Transition Fund:
- i. The award of up to £20k to Cheylesmore Community Association limited to enable the transition to become a community-led library service.
 - ii. The award of up to £20k to WATCH Ltd to enable the delivery of a partnership library in Hillfields.

- iii. **The outline process for award of Transition Fund to enable further development of youth sector universal youth services, including identification of a lead voluntary sector organisation to provide infrastructure support for future provision (detailed in Appendix C to the report).**
 - iv. **To agree that future awards under the Transition Fund be approved by the Director of Finance and Corporate Services as S151 officer, following consultation with relevant Cabinet Members.**
8. **Delegates authority to the Cabinet Member for Children and Young People and Cabinet Member for Education and Skills, as appropriate, to approve subsequent variations to the proposals outlined in Appendix B to the report.**

120. **Education Travel Assistance - outcome of public consultation**

The Cabinet considered a report of the Executive Director of People that detailed the findings from the public consultation and recommendations for the implementation of revised policies for Education Travel Assistance.

Coventry City Council had statutory responsibilities for travel assistance for eligible children and young people. However, it currently over-provided traditional forms of transport for children and young people compared to statutory duties and the provision made by other local authorities.

There were two key consequences of this. Some children and young people were missing out on the opportunity to develop independent travel skills. Independent travel skills gained in adolescence could be taken forward into adult life. There was also significant forecast overspend on the Council's Home to School Transport budget (2016/2017 forecast £3.6m spend against a £3.1m budget). Current policies and practice were not aligned with national statutory duties.

The Cabinet Member for Education and Skills approved a public consultation at his meeting on 10th November 2016 (his minute 3/16 referred). A public consultation took place from 21st November 2016 to 31st January 2017.

The report set out the findings from the public consultation and recommended the implementation of revised travel policies (attached as an appendix to the report). Where this led to travel assistance stopping for some children and young people, alternatives would be discussed with family, including particular consideration of independent travel as appropriate.

RESOLVED that the Cabinet approves:

1. **A revised Travel Assistance Policy (Statutory School Age Children) which aligns the statutory walking distance eligibility criteria to national levels and has a stronger focus on the Council's travel assistance on public transport and innovative travel options aimed at reducing dependence on minibus and taxi options as appropriate.**

- 2. A new Travel Assistance Policy for post 16 and post 19 students that fully reflects current statutory requirements. This policy includes a contributory charge towards the cost of travel assistance for all post-16 students whose families do not meet the criteria for low income household concessions.**

121. **Redesign of Internal Children's Residential Care Provision**

The Cabinet considered a report of the Executive Director of People that sought approval of Children's Internal Residential Care Redesign to improve the quality of children's homes provided by the Council.

The Ofsted Inspection of Coventry's Children's Services published in March 2014 judged the three areas of 'Looked After Children', 'Leaving Care' and 'Adoption Performance' as requiring improvement. The Improvement Notice issued to Coventry City Council on 30th June 2014 included the requirement to address the areas of improvement identified by the inspection of services for children undertaken by Ofsted, including services for children looked after.

In response to the need to improve Children's Services in Coventry, The Children's Services Strategy 2016 – 2018 was developed, this set out a Vision for Children's Services and a detailed transformation programme that supported the improvement of Children's Services.

The improvement of these services sat within the context of a significant savings pressure for Children's Services with a requirement to achieve in excess of £4 million in 2017/2018, rising to in excess of £11 million from 2018/2019.

The Children's Services Transformation Programme converted the vision for the service into action that would ensure sustainable service improvement in Coventry. The programme comprised of eight discrete projects, largely falling under the two broad themes of workforce redesign and looked after children placements.

Children's Internal Residential Care Redesign was one of the eight projects and set out to improve the quality of children's homes provided by the Council, whilst realising revenue benefits. It was planned that the redesign of the service would reduce spend on external residential provision by creating additional internal capacity, utilising the existing resource tied up in the current provision. The proposal was to provide homes with additional capacity, higher levels of occupancy and improved quality of care that represented better value for money.

A stakeholder consultation process on the proposal, approved by the Cabinet Member for Children and Young People at his meeting on 16th November 2016 (his minute 5/16 referred), took place between 1 December 2016 and 13 January 2017.

The report set out the primary business drivers for the reconfiguration of Gravel Hill and The Grange children's homes in Coventry into 4 smaller group homes which would present a more coherent, modern and suitable model of provision for

the future care of Coventry's children and young people who required a residential base for their time in care.

Both current homes would be de-commissioned and The Grange children's home sold, with a re-investment of the capital proceeds in the purchase of three new properties which would be registered with Ofsted as children's homes providing 12 residential placements in total. In addition, Gravel Hill would be subjected to a short phase of refurbishment and re-modelling so as to be re-opened as a new 4 bed home giving a total in-house provision of 16 beds.

The re-location of Coventry's children's homes presented the opportunity to adopt a new model of residential care which was modern, progressive and fit for the future.

Though this proposal has been formulated primarily to improve practice and outcomes for children living in residential care, it was nevertheless anticipated that financial benefits would accrue. These were currently estimated to be up to £879k per annum, derived from having a greater in-house capacity and a corresponding reduction in the number of external placements needing to be purchased.

RESOLVED that the Cabinet agrees:

- 1. The newly configured model for children's residential care outlined in the report.**
- 2. The sale of The Grange children's home and the re-investment of the capital proceeds into the purchase of three new homes which will be registered with Ofsted as four bed children's homes.**
- 3. The re-modelling and refurbishment of Gravel Hill children's home as one of the new homes, as a more cost-effective option for the council.**
- 4. The purchase of the three new homes using corporate capital resources pending capital receipt from disposal of The Grange.**

122. National Schools and High Needs Funding Formula Consultation Response

The Cabinet considered a report of the Director of Education, Libraries and Adult Learning, that was also being considered by Council on 14th March 2017, that set out the context and financial implications of proposed changes to funding for schools and the Council's proposed response to the consultations on the reformed funding formula.

In January 2016 the Department for Education (DfE) set out their intention to reform funding for schools and high needs through a consultation on the principles that should guide the funding for those two areas. In December 2016 the DfE launched a second stage consultation, which provided further detail, financial impact and timelines.

The report set out the context and financial implications of the proposed changes and proposed a response to the two consultations, attached as appendices to the report, to be submitted by the 22nd March 2017. The Schools Forum would also

make a response to the consultation and it was expected that individual schools and governing bodies would also make a response.

The dedicated schools grant (DSG) funded the majority of the education system, in 2016/2017 the total amount of grant for Coventry was £275M. This was spent across three blocks/areas: Early Years; Schools; and High Needs. The majority of the resource funded provision for children and pupils across the city, although approximately £10M supported Local Authority infrastructure and specialist support services provided to the education sector.

There was always a forecast that the Local Authority would lose resource as part of this reform. Prior to the introduction of the DSG, the funding was allocated using a formula as part of the Local Authority settlement funding assessment. The introduction of the DSG removed resource from Local Authority control and transferred it into a ring-fenced grant. Coventry had traditionally topped up the schools funding recognising education as a local policy priority. When monies were transferred into the DSG this was done at the level of spend, locking this additionality put in by Coventry into the national allocation system. This meant that money raised through council tax in Coventry, could be funding provision in other parts of England. So, although this sought to equalise school funding nationally, it reduced fairness within the overall system.

As part of the consultation, high level financial implications had been published which showed the financial impact of the funding reform. These show that in Coventry the schools block would lose £2.8M in 2018/2019 rising to £5.4M (2.4%) by 2019/2020, whereas the High Needs block would increase by approximately £0.9M in 2018/2019 rising to £1.8M (5%) by 2019/2020. Individual school funding allocations would be calculated using a national methodology, and the Authority would no longer be required to run its local funding formula after 2018/2019. The published information showed that all schools in Coventry would lose funding under the new formula with the exception of 4; most between -1.1% and -1.5% per pupil by 2018/2019 and -2.6% and -2.9% per pupil by 2019/2020.

The published financial implications did not show the impact past 2019/2020 for losing schools and local authorities. Only 54% of schools nationally will have reached their new formula allocation by 2019/2020. This was because the new schools funding formula included a funding floor of 3% so no school could lose more than 3% per pupil. Further decisions in relation to the operation of a funding floor would be subject to decisions made at future spending reviews. The financial implications for Coventry schools if there was no protection and the 3% funding floor was removed, would be in excess of a £11M reduction.

The published financial implications for the high needs block did show the impact past 2019/2020 for gaining local authorities. These indicated that Coventry would have a further £1.8M increase on the high needs block, but that this would also be subject to decisions at future spending reviews.

RESOLVED that the Cabinet:

- 1. Encourages individual schools and governing bodies in Coventry to make a response to the consultation by sharing the City Council response.**

2. Recommends that Council approves the consultation response to the National Schools and High Needs funding formula consultations.

123. Proposed Modifications to the Coventry City Council Draft Local Plan and City Centre Area Action Plan

The Cabinet considered a report of the Executive Director of Place, that was also being considered by Council on 14th March 2017, detailing proposed modifications to the Coventry City Council Draft Local Plan and City Centre Area Action Plan.

The Coventry Draft Local Plan and City Centre Area Action Plan were submitted to the Secretary of State (SoS) on 1st April 2016. Following its submission, the SoS appointed an independent Inspector – Rebecca Phillips – to oversee the public examination of the Plans and their evidence base. The public examination hearing sessions took place between July 2016 and January 2017.

Following this examination process the Inspector had indicated that the Council should consult on proposed modifications in order to ensure both Plans could be considered ‘sound’ in accordance with the Town and Country Planning (Local Planning) (England) Regulations (2012). The majority of the proposed modifications were minor in their nature and none of them fundamentally affect either Plan or their overall objectives or direction. The vast majority of proposed changes reflected Action Points raised by the Inspector during the hearing sessions or consultation responses received during the statutory period of consultation in early 2016. Proposed modifications could only reflect changes to the Plan that made technical or factual corrections, responded to consultation responses or issues that had been raised during the examination process. For example:

- The introduction sections to both Plans are updated to reflect the movement of Plans from consultation stages to possible adoption;
- Although the most recent national data continues to show the city’s housing need is increasing this is offset by need across Warwickshire falling. As such, need at the Coventry and Warwickshire level remains stable with no significant change. This is explained within the proposed modifications;
- A review mechanism is added to the Plan should any issues arise with delivery of new development or a fundamental failing of either Memorandum of Understanding (MOU);
- A new Masterplan principles policy is added to guide new development proposals with a specific focus on sites at Whitley, Keresley and Eastern Green;
- The threshold for Health Impact Assessments increases to 150 dwellings and sites over 5ha. This reflects national legislation;
- References to Jaguar Land Rover (JLR), its supply chain and the Universities are strengthened to highlight their importance to the local economy;
- The list of proposed site allocations remains unchanged although some small adjustments to site boundaries are proposed at Keresley, Eastern Green, Cromwell Lane, London Road / Allard Way and the Browns Lane Nursery Site (Appendix 3);

- Infrastructure requirements and considerations for site allocations are strengthened and clarified – especially around highway improvements. This is also reflected in an updated Infrastructure Delivery Plan;
- The new Parish Council status at Finham is recognised;
- The threshold for retail impact assessments is increased to 1,000sq.m;
- Additional references are added to strengthen the protection of ecology and biodiversity value as well as overall green infrastructure;
- The management of Local Green Space is strengthened within Policy GB1. The boundaries for Local Green Space have also been slightly amended to reflect the presence of existing development and to correct historic cartographical errors. These are set out in Appendix 3;
- Policy GB2 is amended to reference ‘safeguarded land’ as opposed to ‘reserved land’. This relates to a small number of land parcels on the city’s southern boundary;
- Heritage policies are strengthened to reflect the city centre’s Heritage Action Zone status, with additional clarification added around the Heritage Park proposals;
- Additional clarity is added around transport infrastructure and the links to regional strategies such as Midlands Connect. Additional references are also added to strengthen the importance of public transport provisions and city wide connectivity;
- Flood risk, drainage and water resources policies have been strengthened in partnership with the Environment Agency. This reflects the most up to date national guidance;
- References to deculverting are increased with such proposals being encouraged where appropriate and viable;
- A new policy is to be added to cover non-mineral developments within mineral safeguarding areas. This will ensure consistency with national guidance; and
- Both monitoring frameworks have been updated to ensure appropriate indicators and targets are identified.

RESOLVED that the Cabinet recommends that the Council:

- 1. Approves the Proposed Modifications to the "Local Plan Publication Draft (2011-2031)" and the "City Centre Area Action Plan Publication Draft (2011-2031)".**
- 2. Authorises a period of statutory public consultation beginning on 15th March 2017 and ending on 28th April 2017.**
- 3. Delegates authority to the Executive Director of Place, in consultation with the Cabinet Member for Community Development, the Chair of Scrutiny Co-ordination Committee and the Chair of Planning Committee, to take full account of the responses received to the statutory period of public consultation, propose any further minor amendments to both Plans (where this is necessary to correct any errors and aid clarity) and submit the Plans back to the Secretary of State’s nominated Inspector for her final consideration.**

124. **Public Space Protection Order - City Centre**

The Cabinet considered a report of the Executive Director of Place, that had also been considered by Scrutiny Co-ordination Committee on 3rd March 2017 (their minute 63/16 referred), that sought the approval and implementation of a Public Space Protection Order for Coventry City Centre.

In order to ensure that the City Centre was an attractive destination for residents, shoppers and businesses, it was necessary to minimise any behaviours that may be detrimental to the quality of life in this locality and potentially deter people from visiting the City Centre.

A City Centre Public Spaces Protection Order (PSPO) would assist in this matter and simplify the response of officers from the Police and the Council in dealing with various anti-social activities. The order would recognise that some of those considered to be causing issues had their own vulnerabilities and would seek to offer support and assistance, rather than simply rely on enforcement.

Permission was granted to consult with the public and key partners and organisations. The report summarised the results of the consultation, set out the conditions of the PSPO that best suited what was needed for the City Centre and was reflective of the responses received from partners and the public.

The initial order as proposed had been left largely unchanged apart from two amendments. These related to begging, cycling and skateboarding. The amendments were made in response to the consultation.

The Cabinet noted that the report had been considered by the Scrutiny Co-ordination Committee at their meeting on 3rd March 2017, and a briefing note setting out their recommendations was circulated at the meeting. The Committee recommended that the Cabinet:-

- i. Monitor levels of begging outside of the city centre to ensure there is no displacement effect of the PSPO.
- ii. As part of the redesign of city centre car parks, carefully consider the location of payment machines to discourage begging and improve safety.
- iii. Ensure a standard, multiagency procedure is offered when supporting vulnerable people with multiple complex needs, who may be begging or rough sleeping in the city centre.
- iv. Identify a clear and transparent way for members of the public to complain about anti-social activities that are covered by the PSPO.
- v. Support the development of a city centre skatepark and continue to work with partners to enable this to happen.
- vi. Develop a clear cycle plan for the city centre, so both cyclists and pedestrians are aware of suitable and appropriate cycle routes through the city centre.

Having considered the recommendations of the Scrutiny Co-ordination Committee, Cabinet agreed that the matters in recommendations 1) – 4) above were already being pursued and also agreed to additional recommendations 3) and 4) below.

RESOLVED that the Cabinet:

- 1. Approves the wording of the proposed Public Space Protection Order and the suggested area to be covered by the Order, as set out in Appendices 1 and 2 of the report.**
- 2. Authorises officers to bring the order into effect at the earliest practicable date.**
- 3. Supports the consideration of a city centre skatepark and continue to work with partners to enable this to happen.**
- 4. Supports the further consideration of a clear cycle plan for the city centre, so that both cyclists and pedestrians are aware of suitable and appropriate cycle routes through the city centre.**

125. 2017/18 Transportation & Highway Maintenance Capital Programme

The Cabinet considered a report of the Executive Director of Place detailing an integrated capital programme for the maintenance and enhancement of the City's highways and transport infrastructure. All sources of funding for the programme had been considered including the West Midlands Strategic Transport Plan, Corporate Capital Resources, Section 106 monies and other specific grants. This approach would ensure that opportunities for 'joining up' schemes to get the best value for money could be identified. A description of all Maintenance, Integrated Transport & Challenge Fund schemes, the breakdown of the Structural Maintenance Programme, the breakdown of the Road Maintenance Programme including verges, the proposed Safety Schemes Programme, the proposed Traffic Management Programme and the proposed Urban Traffic Management Control programme, were detailed in appendices to the report.

The basic principles for this year's maintenance and integrated transport programme were:

- i. Continue the programme of rectifying damage and maintaining the City's roads, through a prioritised programme based on road condition surveys.
- ii. Continue to invest in preventative/proactive maintenance.
- iii. Carry out packages of complementary schemes to support the continued growth of the city, such as road safety, traffic management schemes and Public Realm works, which where possible will be linked to maintenance projects to maximise savings and the efficiency of implementation.
- iv. Provide a programme of footway improvements funded from the Whitefriars Housing Group as part of a £3m investment which will be delivered over the next financial year.

RESOLVED that the Cabinet approves:

- 1. The 2017/2018 capital programme of schemes for maintenance and integrated transport as detailed in table 4 of the report; and,**
- 2. The schemes designated 'A' for construction in 2017/2018 as indicated in table 4 of the report, and delegates authority to the Cabinet Member for City Services to approve the schemes not designated 'A' in table 4 of the report.**

126. Coventry and Warwickshire Duplex Fund

The Cabinet considered a report of the Executive Director of Place, that was also being considered by Council on 14th March 2017, that sought approval for capital investment in the Coventry and Warwickshire Duplex Fund.

The Duplex Fund would provide a new type of financial product to small businesses that combined grants and loans. The net effect for the applicant was a loan at a very attractive rate. The fund would be managed by Coventry and Warwickshire Reinvestment Trust (CWRT), a local “community bank” that lent to businesses which struggled to access finance from banks. As loans to applicants were repaid, this would make cash available for new loans later in the lifetime of the fund. An important benefit of the proposal was that grant funding, which under normal circumstances would be used once, would form part of a ten-year programme of business support. The grant element of the funding would come from UK Government sources such as Growth Deal.

The Council proposed to offer CWRT a loan for up to £2m as its contribution towards the fund for supporting Coventry businesses. Warwickshire County Council were currently considering a proposal for a comparable investment in the fund to provide complete Coventry and Warwickshire coverage. Grant funding worth £5.4m would also be allocated, bringing total public investment in the fund to just under £10m. This would allow £20m in financial support to be offered to businesses as the fund recycled itself over a ten year period.

The Council’s investment would be protected by having a strong presence on the credit committee which would award funding from the scheme, setting an interest rate in the loan arrangement that reflected the risk, and by seeking appropriate security from CWRT. In addition, a business support fund like this could also be protected by a government-backed guarantee scheme.

Over the ten-year life of the fund, it aimed to:

- Provide £20m in financial assistance to Coventry and Warwickshire Businesses
- Create just over 1400 jobs
- Support over 360 small and medium businesses

RESOLVED that the Cabinet recommend that the Council:

- 1. Agrees to capital investment of £2m in the Coventry and Warwickshire Duplex Fund in the form of a loan arrangement.**

2. Delegates authority to the Executive Director Place and the Section 151 Officer, following consultation with the Cabinet Member for Strategic Finance and Resources and the Cabinet Member for Jobs and Regeneration, to:

- **Negotiate the detailed terms of the loan arrangement and appropriate security, ensuring state aid compliance.**
- **Make such amendment and variations to the loan arrangement as is deemed necessary over the lifetime of the loan period subject to the overall capital investment not exceeding the sum of £2 million pounds.**

127. Workforce Reforms

The Cabinet considered a report of the Executive Director of People that provided an overview of the due diligence process that it was intended be followed as part of a programme of workforce reform to deliver our workforce strategy. The totality of the programme and reform would support City Council employees to be more confident and feel better equipped to deliver services for the people of Coventry. The programme would seek to deliver on the savings target of £5 million by 2019/2020 which was to be achieved by reducing employment costs in line with other public sector organisations.

This part of the workforce delivery programme included seeking to improve governance of employment costs, put in place fairer pay, recognition and reward systems and seek to adopt modern employment policies and practices.

Cabinet was not asked to make any decisions on the proposed reforms, which were non-executive functions, but to note the process that was to be followed leading up to decisions being made later in the year.

RESOLVED that the Cabinet notes the process that is to be followed in delivering the programme of workforce reform to deliver the Council's workforce strategy.

128. Outstanding Issues

The Cabinet considered a report of the Executive Director of Place that contained the list of outstanding issues and summarised the current position in respect of each item.

RESOLVED that the Cabinet approves the dates for future consideration of matters relating to the outstanding issues items listed in the report.

129. Council Tax Discretionary Scheme

The Cabinet considered a report of the Executive Director of Place that sought approval for the Council to exercise discretion to reduce council tax liability for individuals or prescribed groups. The Council exercised discretion, in accordance

with section 13A of the Local Government Finance Act 1992, in respect of local council tax support and for ad hoc cases of extreme financial hardship.

The Council proposed to exercise its discretionary powers to award a 100 per cent Council Tax discount for Coventry care leavers between the ages of 18 and 21 residing in the city. The rationale for supporting care leavers in this way was to help them make an effective social and financial transition from Local Authority care and, ultimately, to help to improve the life chances of looked after children.

RESOLVED that the Cabinet approves the exercise of the Council's discretionary powers to award a 100 per cent Council Tax discount for Coventry care leavers between the ages of 18 and 21, residing in the city, based on the principles set out in the report.

130. **Any other items of public business which the Chair decides to take as a matter of urgency because of the special circumstances involved.**

There were no other items of public business.

131. **Workforce Reforms**

Further to Minute 127 above, the Cabinet considered a private report of the Executive Director of Place that set out confidential aspects of proposals for the programme of workforce reform to deliver the Council's workforce strategy.

RESOLVED that the Cabinet notes the process that is to be followed in delivering the programme of workforce reform to deliver the Council's workforce strategy.

132. **Any other items of private business which the Chair decides to take as a matter of urgency because of the special circumstances involved.**

There were no other items of private business.

(Meeting closed at 3.35 pm)

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Cabinet

11 April 2017

Name of Cabinet Member:

Cabinet Member for City Services - Councillor J Innes

Director Approving Submission of the report:

Deputy Chief Executive (Place)

Ward(s) affected:

All

Title:

Procurement for Term Contracts Project Management and Property Services

Is this a key decision?

Yes - The proposals within the report have financial implications in excess of £1m per annum and will affect the whole of the City.

Executive Summary:

Coventry City Council's Compliance and Surveying Team provide a property management service for Council buildings and schools as well as a number of external clients. The works mainly include repairs and maintenance with some property improvements and are undertaken on either a planned or reactive basis depending on the work required. The provision of these works has been via Term Contracts for a number of years.

As the existing term contracts are coming to an end, in order to deliver these works it is proposed to undertake a restricted tender process to set up a multi-lot, multi-supplier (between 2 and 4 suppliers per lot) term contract for a period of 4 years. A term contract is an agreement whereby there is no guarantee of work. However, should there be a requirement for such work the term contractor will be approached. The first placed supplier on each lot will be offered the work. The others will be approached if the first place is unable to undertake the work.

As the spend on these contracts would be in excess of £1million per annum, Cabinet is asked to approve the re-letting of these contracts.

Recommendations:

Cabinet is requested to:

- 1) Authorise a procurement process to set up a set of multi-supplier term contracts for 4 years for the provision of property maintenance, repairs and improvements;
- 2) Delegate authority to the Deputy Chief Executive (Place), following consultation with the Cabinet Member for City Services, to agree the award of contract(s) following a restricted tender process;
- 3) Authorise the City Council to enter into Contract(s) with the successful suppliers for the 4 years.

List of Appendices included:

None

Other useful background papers:

Procurement Outline Document (POD) Proc 2 (Gate 2 – Approval to Procure) – Term Contracts Project Management and Property Services. Available by contacting Procurement and Commissioning team on 02476 833757

Has it been or will it be considered by Scrutiny?

No

Has it been or will it be considered by any other Council Committee, Advisory Panel or other body?

No

Will this report go to Council?

No

Report title: Term Contracts Property Asset Management

1. Context (or background)

- 1.1 Coventry City Council's Compliance and Surveying Team delivers a property maintenance repairs and improvement programme covering Council buildings, schools and other external buildings with a spend of circa £3.170M per annum. This is carried out either via our own Repairs and Maintenance workforce or through the use of term contracts.
- 1.2 Capacity limits the ability of our own workforce to carry out all the works required. Their function is primarily reactive repairs. The school customer base require much of the work to be carried out in school holidays which term contractors are able to undertake. This work also attracts fee income.
- 1.3 To enable the delivery of the programme the following works and services are provided by external contractors. The predicted annual spend is shown in brackets:
 - Wet Areas (£200k pa)
 - General Build (£1m pa)
 - Hard Landscaping (£250k pa)
 - Roofing (£1m pa)
 - Flooring (£175k pa)
 - Fencing (£175k pa)
 - Decorations (£250k pa)
 - Ceilings and Partitions (£100k pa)
 - Structural Surveys (£20kpa)
- 1.4 With the exception of Structural Surveys the Council currently has a number of term contracts which commenced in 2013 and expire in August 2017.
- 1.5 The Council has had a similar arrangement to that proposed within this report for the last 4 years and this has been deemed by the client to be successful.
- 1.6 As this will be a term services agreement, no guarantee of value or volume is offered. If funding decreases during the period of the agreement resulting in reduced works, there would be no negative impact as a result. It is estimated that the total contract value based on predicted usage will be in the region of £12.7M over 4 years.
- 1.7 Given the type and nature of these works there is a good local supply market that we would fully expect to apply to tender. Contractors are encouraged to register on our eTendering system CSW-Jets so they are notified when tendering opportunities become available. There are a significant number of local suppliers registered on this system.
- 1.8 A requirement of these contracts will be that the successful tenderers will use Council run services to support their work (eg skip hire, building control) where these are available.

2. Options considered and recommended proposal

- 2.1 Coventry City Council (CCC) uses these term contracts for the works/services outlined in item 1.2 above. CCC's workforce does not have the capacity to undertake these works hence the existing contracts. It is likely that a number of local suppliers will bid for this work.
- 2.2 A review of contracts offered by buying consortiums ESPO, YPO and CCS has shown that either these are not available or they are not suitable.

2.3 Therefore a Coventry led set of term contracts are proposed. A Restricted tender process will be undertaken before the existing arrangements expire in August 2017. There will be 9 lots within the framework covering the existing term contracts plus Structural Surveys. Structural Surveys contracts were previously undertaken on an ad hoc basis.

3. Results of consultation undertaken

3.1 Consultation is not necessary as there are no changes proposed to current operation which is tried and tested.

4. Timetable for implementing this decision

4.1 The current contracts expire in August 2017. Subject to approval of this report, a tender process will be commenced immediately to ensure that a new contract is in place either immediately after the existing one ends or shortly afterwards. The contract will run for 4 years until August 2021.

5. Comments from the Director of Finance and Corporate Services

5.1 Financial implications

This contract is a term services agreement and as such the value outlined within this document is only indicative of likely spend levels. Actual spend levels will be dependent on budget available and any other projects being delivered in a given year. All spend is Revenue.

5.2 Legal implications

Contracts for services of this value need to be let in accordance with not only the Council's Rules for Contracts, but also the Public Contracts Regulations 2015. As the value of the contract exceeds £1 million per year, authority is required from Cabinet to enter into the arrangement. As the contracts contain no guarantee of volume and are in an industry standard form, the term contract offers maximum flexibility and ease of contract management for the authority.

6. Other implications

6.1 How will this contribute to achievement of the Council's Plan?

The Council's operational portfolio, along with schools and commercially let property will be safe and fit for purpose. Providing attractive accommodation for children, adults and visitors, to an acquired standard and specified rate

6.2 How is risk being managed?

The contract form for delivery of this works is under JCT Measured Term Contract which clearly sets out how contracts should be managed and how issues should be escalated. The contract will be managed by the Compliance and Surveying Team. Regular meetings with contractors will ensure active monitoring and management. Escalation of issues will be via the Council's Procurement and Commissioning Team.

6.3 What is the impact on the organisation?

As budgets are reduced while costs are rising there may be an impact in terms of a tangible reduction in the amount of works the Council will be able to undertake. It is key from an Asset Management stance that investment is maintained as far as possible and planned maintenance continues to be properly targeted.

6.4 Equalities / EIA

The Selection Questionnaire asks distinct questions regarding unlawful discrimination and infers expected compliance as part of Coventry City Council's terms and conditions.

6.5 Implications for (or impact on) the environment

Contractors will be required to collect and dispose of general waste in an appropriate secure and environmentally preferable manner; this is to be provided directly by the Contractor or through collections by the relevant local authority or other reputable organisation that the supplier may contract with. Contractors will be expected to use the Council's Commercial Waste Section to achieve this.

In fulfilment of its statutory duty of care, Coventry City Council will require the Contractor to provide full information on the methods of disposal of waste, showing clear evidence of using disposal methods which are environmentally preferable.

6.6 Implications for partner organisations?

None

Report author(s):**Name and job title:**

Angela Kirby
Category Manager Place

Directorate:

Place

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Enquiries should be directed to the above person.

Contributor/approver name	Title	Directorate or organisation	Date doc sent out	Date response received or approved
Contributors:				
Lara Knight	Governance Services Co-ordinator	Place	15-3-17	15-3-17
Shirley Smith	Occupier Support Manager	Place	3-3-17	6-3-17
Richard Moon	Assistant Director Project Management and Property Services	Place	3-3-17	6-3-17
Mark Williams	Lead Accountant Business Partner	Place	3-3-17	10-3-17
Catherine Barclay	Strategic Category Lead (Place and Resources)	People	3-3-17	13-3-17
Names of approvers for submission: (officers and Members)				
Phil Helm	Finance Manager	Place	3-3-17	10-3-17
Sam McGinty	Place Team Leader, Legal Services	Place	3-3-17	6-3-17
Andrew Walster	Director of Streetscene and Regulatory Services	Place	16-3-17	17-3-17
Councillor J Innes	Cabinet Member for City Services	-	22-3-17	22-3-17

This report is published on the council's website: www.coventry.gov.uk/councilmeetings

A separate report is submitted in the private part of the agenda in respect of this item, as it contains details of financial information required to be kept private in accordance with Schedule 12A of the Local Government Act 1972. The grounds for privacy are that it refers to the identity, financial and business affairs of an organisation and the amount of expenditure proposed to be incurred by the Council under a particular contract for the supply of goods or services.

Health and Social Care Scrutiny Board (5)
Cabinet

5 April 2017
11 April 2017

Name of Cabinet Member:

Cabinet Member for Public Health and Sport – Councillor K Caan

Director Approving Submission of the report:

Deputy Chief Executive (People)

Ward(s) affected:

All

Title:

Modernising Public Health Children's and Lifestyles Services

Is this a key decision?

Yes – this relates to financial matters in excess of £1,000,000 in a financial year and will have an impact on city-wide services.

Executive Summary:

Coventry City Council commissions a range of services that aim to prevent poor health by improving childhood health and supporting behaviour change among at risk groups. We are proposing that these individual services are integrated to provide:

1. A Family Health and Lifestyle Service: supporting children, young people and their families. This service will include Health Visiting and School Nursing and will be an integral element of the developing family hub model. Through this service we want to systematically reduce health inequalities including supporting the reduction of childhood obesity, families to be more physically active, improving childhood development and readiness for school and reducing infant mortality.
2. An Integrated Adult Lifestyles Service: supporting adults at greatest risk of poor health including those who display multiple lifestyle behaviours like obesity, low levels of physical activity and poor diet, smoking as well as other at risk groups like people with mental health conditions.

The proposal to integrate the services is based on what local Coventry people want from our services, following consultation with the general public, service users and wider stakeholders and the latest evidence about what works to improve quality and outcomes

In order to properly develop an integrated approach for the Family Health and Lifestyle Service a significant amount of re-design is required. It is therefore recommended that the contract will run for five years with two 24 month extensions available. It is also proposed that the service is procured via a competitive tender with dialogue (an approach where tenderers work in partnership with the contracting authority to develop a suitable solution to the service specification and requirement – at the point where the contracting authority is confident that one or more of the solutions presented are sufficiently developed to meet its needs and requirements, tenderers are then invited to submit competitive bids). This procurement approach is innovative and, while it is planned for the proposed contract to be operational during Summer 2018, permission is being sought to extend existing contracts for up to 6 months until 30 September 2018 to allow for robust process.

The proposed contract for the Integrated Adult Lifestyle Service would be operational by 1 April 2018 and will be procured through a standard competitive tender. The contract will run for five years with two 24 month extensions available.

Recommendations:

Health and Social Care Scrutiny Board (5) is recommended to:

- (i) Endorse the recommendations set out below to Cabinet
- (ii) Identify any further comments or recommendations for Cabinet to consider

Cabinet is recommended to:

- (i) Consider any additional recommendations or comments from Health and Social Care Scrutiny Board (5)
- (ii) Approve the proposal to extend current contracts which will be integrated into the new family health and lifestyle service for up to six months,
- (iii) Approve the proposal to commission a family health and lifestyle service and authorises the commencement of a procurement process via a competitive process with dialogue in line with the proposed model and timescale
- (iv) Delegate authority to the Director of Public Health and the Section 151 Officer following the procurement process to award to the successful bidder and implement the contract for a family health and lifestyle service
- (v) Approve the proposal to commission an integrated adult lifestyle service and authorise the commencement of a tender process to procure in line with the proposed model and timescale
- (vi) Delegate authority to the Director of Public Health and the Section 151 Officer following the procurement process to award to the successful bidder and implement the contract for an integrated adult lifestyle service

List of Appendices included:

Appendix 1: Appendix 1: Family Health and Lifestyle Service – summary health needs and evidence base

Appendix 2: Integrated Adult Lifestyle Service - summary health needs and evidence base

Background papers:

None

Has it been or will it be considered by Scrutiny?

Yes – Health and Social Care Scrutiny Board (5) - 5 April 2017

Has it been or will it be considered by any other Council Committee, Advisory Panel or other body?

Yes – The matter has been considered by the Council's Procurement Board at their meeting on 16 February 2017

Will this report go to Council?

No

Report title: Modernising Public Health Children’s and Lifestyles Services

1. Context (or background)

- 1.1 Local Authorities are responsible for improving the health of their local population and coordinating local efforts to protect the public’s health and wellbeing. The health and wellbeing of a person is heavily shaped by experiences during childhood and lifestyle choices made in adulthood. Public Health interventions targeting families and promoting healthy lifestyles improve health outcomes, reduce health inequalities and have a significant role in the wider range of City Council priorities including educational attainment, identifying early signs of abuse/neglect and reducing social care demand.
- 1.2 The period from conception, pregnancy, and the first two years of a child’s life is the most important period in brain development. What happens in the first two years shapes a child’s intellectual, social and emotional health and wellbeing. For example, a child’s development score at just 22 months can serve as an accurate predictor of educational outcomes when they are 26. Problems that occur in the first two years can be extremely hard to undo later and at a significant cost to the public sector.
- 1.3 It is estimated that 40% of premature deaths are attributed to lifestyle behaviours – primarily, whether a person smokes, eats healthily, does enough physical activity or drinks alcohol below recommended limits. The largest proportion of Disability Adjusted Life Years result from tobacco smoking, high blood pressure, high body mass index, physical inactivity and alcohol use above the recommended limits.
- 1.4 The responsibility for Public Health services from birth to 19 years rests with the local authority and includes a range of mandated provision, such as health reviews at birth, 6 months, 1 year and 2 – 2½ years. These checks enable early problems to be detected. Height and weight measurement at ages 4-5 years and 10-11 years are also mandated.
- 1.5 Further, Local Authorities are mandated to provide the NHS Health Check programme, aimed at delivering Health Checks to people aged 40-74 years once every 5 years.
- 1.6 Currently, the City Council commissions a range of services supporting child health and promoting lifestyle behaviour change. The City Council also directly delivers some services, including family weight management and infant feeding support. These services are outlined below.

	Service	Provider	Description
1	Health visiting	Coventry and Warwickshire Partnership Trust (CWPT)	Health Visitors help to empower parents to make decisions that affect their family’s health and wellbeing through the provision of parenting support, expert information and advice, health assessments and interventions for babies, children and families. Health visitors also have a significant role in safeguarding children.
2	Family Nurse Partnership	CWPT	FNP is an intensive nurse-led prevention and early intervention programme for vulnerable first time young mothers, 19 years and under.

3	Stop smoking in pregnancy	CWPT	This service reduces the risks of poor pregnancy outcomes like miscarriage, premature birth, low birth weight and infant mortality, by supporting women to stop smoking and maintain smoke free homes.
4	School nursing	South Warwickshire Foundation Trust	School nurses offer preventative health care for children, young people and families, reducing inequalities, improving children's health and wellbeing and maximising the educational attainment of children with existing health conditions. School Nurses also have a significant role in safeguarding children.
5	One Body One Life family weight management	Coventry City Council	This service reduces the risk of childhood excess weight by promoting family-based sustainable behaviour change around diet and physical activity.
6	Infant feeding team	Coventry City Council	This service provides breastfeeding support to increase the breastfeeding rate in Coventry, ensuring mothers and babies benefit from the significant health and social benefits of breastfeeding.
7	Mamta	Foleshill Women's Training	Mamta provides information and advice to women who are new to this Country or are from a black and minority ethnic group, around healthy pregnancies and how to look after the health of a baby. Support is delivered in a culturally sensitive way.
8	NHS Health Checks	CWPT	NHS Health Checks is a mandated service, delivering cardiovascular risk assessment to people aged 40-74 years every 5 years. It is a key opportunity to address lifestyles risks and identify and treat a range of long term conditions.
9	Stop Smoking Contracts (Framework / Harm Reduction / Data Systems / Smoking Medications)	CWPT, Ice Creates, University Hospital Coventry and Warwickshire, Coventry and Warwickshire MIND, North 51, Exec Lounge,	<p>These services delivering evidence-based stop smoking interventions, including psycho social support and access to medications. Evidence demonstrates smokers who access these services are 4-5 times more likely to quit than those who quit by themselves.</p> <p>The harm reduction service supports people with severe and enduring mental health conditions to cut down levels of smoking, with a view to supporting an eventual quit.</p> <p>Providers North51 (QuitManager) and Exec</p>

			Lounge (Pharmperform) deliver performance management and payment systems, including supporting the dispensing of Nicotine Replacement Therapy by community pharmacies. Stop Smoking Services commonly use medications – NRT and Varenicline.
10	Lifestyle Advisors	Coventry City Council	Lifestyle advisors (previously known as health trainers) deliver a range of one to one lifestyle behaviour change interventions targeted at adults in greater deprivation.

1.7 Current contracts delivering these services are due to expire in March 2018.

1.8 Through analysing current need in Coventry, reviewing the evidence base and engaging with service users, stakeholders and the general public, Coventry City Council has developed the following guiding principles for reshaping and modernising these services in order to improve health and reduce health inequalities:

- Services supporting children’s health and wellbeing should
 - focus on family-centred service delivery and provide parenting support
 - be integrated with the developing model of family hubs
 - have a robust safeguarding approach including spotting the early signs of poor health and wellbeing, abuse and neglect
- More generally, services should be integrated to provide a more seamless delivery to:
 - reduce service users having to unnecessarily repeat information
 - provide more timely support (e.g. removing the need for multiple referrals to different services)
 - have greater focus on empowering local communities to do more for themselves and have clear parent or community leadership
 - demonstrate a culture of continuous improvement and commitment to staff wellbeing and development
 - better harness technology to deliver interventions and support coordination of care

2. Options considered and recommended proposal

2.1 Coventry is a rapidly growing city with an estimated population of 345,400; it is a comparatively young city with over 86,000 0-19 year olds, making up 26% of the population. It is also relatively deprived, with a higher proportion of children in low income families (23%), a higher proportion of residents living in neighbourhoods amongst the 10% most deprived in England (19%) and a higher rate of unemployment than when compared nationally (6.3%). In 2015, there were 4,517 births in Coventry and it is projected that the population will increase considerably in the coming years, with over an extra 1,000 births a year expected by 2021.

2.2 Coventry performs well in some health indicators during pregnancy and across the life of an infant, child and young person, for example, there is a high rate of mothers who start breastfeeding, low numbers of hospital admissions for tooth decay and high numbers of children receiving relevant vaccinations. There are however a large number of outcomes locally that are not as good as those seen nationally:

- Lifestyle choices of women prior to and during pregnancy – particularly smoking and levels of obesity – which can seriously impact on the health of a child and their development into adulthood, as well as impacting on the mothers' own health.
- While an above-average number of women start to breastfeed immediately after giving birth, the number who keep breastfeeding falls dramatically.
- A higher numbers of children attend Accident and Emergency and are hospitalised for injuries.
- Rates of childhood obesity at age 10-11 years are considerably higher than seen nationally
- School readiness and educational attainment (Key Stage 2 and GCSE attainment) are worse than seen nationally.

2.3 The 2016 Household Survey found 82% of adults interviewed either did too little exercise, ate too few portions of fruit or vegetables, smoked tobacco, or drank above recommended levels. People displaying multiple lifestyle risks are at the greatest risk and the survey identified that 29% had two unhealthy lifestyle behaviours and 6% had three. While there is evidence of improvement of lifestyle behaviours of people in Coventry in comparison to the national average, the health outcomes for many conditions most closely associated with lifestyle-related deaths remain worse than the national average, including:

- Mortality rates from cardiovascular disease (commonly related to poor diet, physical inactivity, smoking and alcohol)
- Respiratory disease (smoking)
- Preventable cancers (obesity, diet, alcohol and smoking)

2.4 Lifestyle choices are responsible for a considerable proportion of the burden of ill-health and prevention services can delay or reduce demand on a range of health and social care services. Further, the prevalence of unhealthy lifestyle choices is variable across the population, for example, evidence demonstrates that smoking prevalence among people with mental health conditions is considerably higher than among the overall population and that carers often report that caring for others leaves little time to focus on their own health.

2.5 The recommended proposal is to reshape the services listed in section 1.6 and commission two new services:

- a Family Health and Lifestyle Service (focussing on outcomes currently delivered via services 1-7 in the table at 1.6) which will be an integral element of family hubs. It is proposed that due to the complexity of the services to be delivered, that the Family Health and Lifestyle service is procured through a competitive process with dialogue; and
- an Integrated Adult Lifestyle Service (focussing on outcomes currently delivered via services 8-10 in the table at 1.6). The service model will strengthen links with adult social care and long term conditions pathways. This contract will be procured through a standard competitive tender process.

2.6 The issues caused by childhood health and lifestyle factors are complex and wide ranging, and impact on several City Council priorities and services. The Director of Public Health's 2016 Annual Report focuses on Childhood Obesity and the 2015 report looked at the city's future aspirations for its children and young people. These services directly contribute to the Council plan objectives through:

- Giving our children the best start in life
- Improving health and wellbeing

- Reducing health inequalities
 - Protecting our most vulnerable people
 - Delivering our priorities with fewer resources through making the most of our assets and empowering our citizens
 - Improving the quality of life for Coventry people and helping meet service needs across the Council and its stakeholders and partners.
- 2.7 Alternative arrangements were considered, such as maintaining separate services. However, early consultation indicates that integration of services is a priority for the people of Coventry. Separate services also reduces options to achieve financial savings.
- 2.8 Successful Early Intervention programmes have been shown to bring savings to many different agencies. Social Return on Investment studies show returns of between £1.37 and £9.20 for every £1 invested in the early years.
- 2.9 The National Institute for Health and Care Excellence (NICE) conclude that evidence-based lifestyle interventions are cost-effective. For example, a cost effectiveness study in Bury showed that over a lifetime a return of £9.35 is delivered for every £1 investment in smoking cessation services.
- 2.10 The range of services included in this procurement has been considered carefully. Service alignment (both strategic and operational) has determined which existing services will be brought together. Integrating child health services provides the opportunity to embed family-based approaches and mirrors the proposed arrangements with family hubs and maintaining frontline service capacity. Integrating adult lifestyle services provides the opportunity to make best use of mandated interventions like NHS Health Checks and gives better access to a broader range of provision more consistently. This integrated model will strengthen links with adult social care and long term conditions pathways. The viability of including other services, such as the young people's substance misuse service, within this procurement have been considered but is not preferred because of the specialist nature of these services and the limited market of potential providers.
- 2.11 A range of procurement approaches have been considered. A competitive process with dialogue is considered to be the best way of developing a service model for the Family Health and Lifestyle Service. The process to be followed will include a competitive 'shortlisting' of bidding providers who are then invited to take part in a number of waves of dialogue with the Council to inform the development of their proposals. All bidding organisations are provided with the same level and scope of dialogue to ensure fairness. Following dialogue, shortlisted bidders submit their proposals which are then evaluated. This process enables commissioners and potential bidders to explore and co-design a range of potential solutions to the service requirements before deciding on a preferred model and awarding the contract. This approach will also enable us to better explore how the service can become integrated in the emerging family hub model. While this procurement process is innovative for health and care contracts, it is more common within regeneration procurements in which the Council has expertise. Due to the timeframe for this process, it is proposed that the new service will come into effect during Summer 2018 and that existing relevant contracts are extended by up to 6 months with relevant break clauses as required to accommodate any slippage in the project.
- 2.12 The service model for the Integrated Adult Lifestyle Service can be more clearly specified and is considered appropriate for a standard competitive procurement process.
- 2.13 In order to understand the market interest and capacity for these procurements, significant efforts have been made to engage with the market. These have included 1-2-1 discussions

with approximately 15 providers interested in the Family Health and Lifestyles Service and 20 providers interested in the Adult Lifestyles Service. There has been good attendance at the two workshops for Family Health and Lifestyles and at the one workshop for Adult Lifestyles, with a range of service providers participating in the sessions. This engagement has helped establish a good common understanding of expectations and priorities and identified the existence of a marketplace for services of these types as well as highlighting various factors which will encourage organisations to bid for contracts (eg. contract length) which can be built into the procurement process.

- 2.14 These sessions have also highlighted a significant number of smaller organisations - often voluntary/third sector organisations and SMEs which offer specialist provision – which could form part of consortia bids. These organisations commonly report difficulties in engaging with ‘lead’ providers and as such, additional engagement with the market has included a workshop for interested organisations including opportunities for networking and support. In the next few weeks a series of sessions will be held for organisations interested in delivering all or part of these contracts to support partnership development and improved use of recognised tools for innovation.
- 2.15 Given the value of the contract, it is intended that it will be subject to robust monthly management meetings to review performance, provide oversight of costs and ensure clinical governance and safety. A performance management framework will be developed, to include monitoring and management of:
- Child/family and lifestyle outcome measures
 - Delivery of mandatory elements of the contract
 - Service quality
 - Service satisfaction from key partners (including schools and service user / public involvement)
 - Service development
- 2.16 Benchmarking and consultation carried out to date has identified Coventry’s key relevant public health outcomes measures, performance of existing providers and their current trends providing core data to underpin performance monitoring. The proposed dialogue process for the procurement of the family Health and Lifestyle service will further enable commissioners to test and develop a robust performance management framework.
- 2.17 Due to the length of contracts, it is proposed that the services – and the accompanying performance management framework - will be developed over time. The provider will be required to an agreed annual action plan to demonstrate how it develops the service and continuously seek service improvement. It is proposed that key stakeholders will be involved in the development of these action plans to ensure they are subject to robust challenge. The successful delivery of annual action plans will be rewarded through an incentive scheme valued at a minimum of 10% of the contract value.

3. Results of consultation undertaken

- 3.1 Consultation has been held in various stages. In the first phase, views were gathered from service providers and service users about current provision and possible improvements. More in-depth work was held during the second co-production phase with a series of workshops and focus groups with stakeholders and service users. This included sessions with people with mental health conditions, looked after children, Black and Minority Ethnic parents and young people - to explore how services could be delivered differently. A period of formal consultation for the proposed commissioning of a family health and lifestyle service took place in January and February 2017 and included an online survey and

stakeholder and service user workshops. Similarly, formal consultation into the proposed commissioning of an integrated adult lifestyle service was held in March 2017.

- 3.2 In addition to the formal consultation workshops six additional sessions have been held for existing frontline employees working within the services included in the Family Health and Lifestyles procurement.
- 3.3 During the first two phases of consultation, issues which were felt to be most important to the general public and users of services included having a workforce which is knowledgeable and trusted, services which are non-judgemental, discrete and confidential and an approach which considers the health of the whole family. People stated closer integration of care, a greater identification and understanding of the root cause of problems, the ability to overcome language barriers, flexibility in the plan for the child and timely access to support, as important.
- 3.4 A formal consultation in relation to the Family Health and Lifestyle Service was held in February 2017 and included a survey and series of workshops. A total of 230 survey responses were received and 45 people attended the workshops. Overall, 76% of survey respondents felt the changes would have a positive impact on children and families in Coventry. Only four respondents (out of the 230) felt it would have a negative or no impact. The remainder said they didn't know or stated other. Respondents, when presented with the areas that the proposed service will focus on, felt they were very important. For example, respondents agreed that it was important that:
 - families are supported – where possible - by a small number of professionals who they can get to know well and who can support them through important transitions e.g. children starting school or moving from primary school to secondary (85% of respondents stated this was important)
 - all staff are able to spot the early warning signs of children who need or would benefit from support with their health and wellbeing (85%)
 - staff should be multi-skilled to support on a variety of issues including lifestyles (83%)

Similarly, when presented with the principles that will underpin the proposed service, the vast majority of responses felt they were very important.

- 3.5 Focus groups were held with professionals, parents and those from BME communities to look at how the principles could be applied to inform the specification. Users highlighted the need for culturally sensitive services when considering newly arrived communities, understanding the needs of the wider family providing support for all family members and ensuring services provide continuity of care. Attendees highlighted the importance of using apps to support the delivery of services and providing community focused services, enhancing health promotion and peer-to-peer work. Further workshops with frontline staff took place in March 2017.
- 3.6 Briefing sessions have been held with other stakeholders and professional groups, including Coventry and Rugby Clinical Commissioning Group, primary and secondary school headteachers, the Local Medical Council and paediatricians in relation to both procurements.
- 3.7 Formal consultation in relation to the Integrated Adult Lifestyle Service also took place in March 2017. This included an online survey promoted through the Council, partner agencies and providers and a consultation workshop attended by around 50 stakeholders. This consultation focussed on identifying key target populations who would receive the

most intense support under the new model of delivery. It also sought to identify the impact of key principles on which it is proposed the new model of delivery will be based, including

- integration
- continuous improvement
- addressing the root causes and providing access to wider support to overcome barriers to change (including, money and housing advice, etc)
- enabling self help
- better use of technology

3.8 The consultation period closed on 31 March and details of findings will be provided verbally at the meeting.

4. Timetable for implementing this decision

- The new contract for the Integrated Adult Lifestyle Service will commence 1 April 2018.
- It is anticipated that the new contract for the Family Health and Lifestyle Service will commence in Summer 2018.

5. Comments from the Director of Finance and Corporate Services

5.1 Financial implications

The funding for the revised services will come from existing Public Health grant.

5.2 Legal implications

The Council's statutory responsibilities for Public Health services are set out in the Health and Social Care Act which conferred new duties on local authorities to improve public health and to take such steps as they consider appropriate for improving the health of the people in their areas. Part 2 of the Local Authorities (Public Health Functions and Entry to Premises by Local Healthwatch Representatives) Regulations 2013 (made pursuant to the Secretary of State's powers under Section 6C of the National Health Service Act 2006) makes provision for the steps to be taken by local authorities in exercising their public health functions.

The Council also has an obligation as a best value authority under section 3 of the Local Government Act 1999 to "make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness." Compliance by the Council with its own Contract Procedures and complying with the requirements of the Procurement Regulations in tendering for the services should assist to satisfy these requirements. However, the Council would also need to be satisfied that entering into the Contracts and the engagement of any successful bidder will also provide best value.

When considering its approach to contracting, the Council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who do not (the public sector equality duty). Officers are expected to continuously consider, at every stage, the way in which procurements

conducted and contracts awarded satisfy the requirements of the public sector equality duty. This includes, where appropriate, completing an equality impact assessment which should be proportionate to the function in question and its potential impacts.

This report makes it clear that any procurement exercise undertaken and Contracts awarded in relation to these services will be undertaken pursuant to the Council's internal Rules for Contract, the Public Contracts Regulations 2015 as well as any associated legal requirements.

6. Other implications

6.1 How will this contribute to achievement of the Council's key objectives / corporate priorities (corporate plan/scorecard) / organisational blueprint / Local Area Agreement (or Coventry Sustainable Community Strategy)?

Commissioning children's and lifestyle services will help local citizens live longer, healthier independent lives. It also contributes to the Council plan objectives through:

- Giving our children the best start in life
- Improving health and wellbeing
- Reducing health inequalities
- Protecting our most vulnerable people
- Delivering our priorities with fewer resources through making the most of our assets and empowering our citizens
- Improving the quality of life for Coventry people

6.2 How is risk being managed?

There are a number of risks associated with re-commissioning a service of this size.

A risk register is maintained for each procurement and risks are proactively managed by the project group and programme board.

6.3 What is the impact on the organisation?

A number of staff engaged in services to be procured are employed by the City Council and it is intended that these roles will be subject to Transfer of Undertakings (Protection of Employment) regulations.

Currently there are 19 staff members (approx 14.6wte) employed within the City Council's People Directorate delivering family weight management interventions and infant feeding support. It is proposed these staff transfer to the new provider of the Family Health and Lifestyle Service.

The Council also employs 10 staff (approx. 8.1wte) who deliver Adult Lifestyle Services. These staff will be expected to transfer to the new provider of the Adult Lifestyle service. These staff were transferred into the Council in 2013 from an NHS provider; the agreement to in-source these staff was gained on the proviso that it was a temporary arrangement and that they would be re-commissioned to an external provider within 2-3 years.

Affected Council staff have been encouraged to take part in the consultation. Workshops are being held specifically for frontline staff to understand how the current services operate

opportunities for development. Take-up of places at these staff workshops has, to date, been high and the sessions have been welcomed.

As corporate parents the Council has a responsibility to support children in care so that they go on to lead successful lives. The proposals to bring together these services will ensure there is better continuity for looked after children, and integration with the family hubs will ensure there is a robust early help offer in place. Through the universal elements of this service all families with children aged 5 and under should be seen in their own home, this enables them to identify early signs of abuse and neglect, and significantly contribute to the Councils safeguarding responsibility.

6.4 Equalities / EIA

Overall, it is anticipated that the proposed services will have a positive impact on the protected groups, where applicable, and on health inequalities in Coventry. The Family Health and Lifestyle service will deliver universal provision while targeting the more vulnerable and those at greater risk of poor outcomes. The Integrated Adult Lifestyle service will provide holistic, person-centred support for people with multiple needs. Both services will look at the root causes of health concerns and support people to make the changes they need to improve their health outcomes. Following the completion of formal consultation, an Equalities and Consultation Assessment will be completed for each of the two procurements to analyse the impact on populations with protected characteristics.

6.5 Implications for (or impact on) the environment

N/A

6.6 Implications for partner organisations?

Poor health and development of children and poor health of adults due to lifestyle behaviours impacts on a wide range of statutory and non-statutory organisations including schools, the health service, welfare providers and local employers. The provider(s) of future services will need to integrate into the Coventry health, social care and education systems and work with partners to develop relationships, share data and co-work with clients.

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This report is published on the Council's website: www.coventry.gov.uk/meetings

Appendix 1: Family Health and Lifestyle Service – summary health needs and evidence base

Coventry is a rapidly growing city with an estimated population of 345,400; it is a comparatively young city with over 86,000 0-19 year olds, making up 26% of the population. It is also relatively deprived, with a higher proportion of children in low income families (23%), a higher proportion of residents living in neighbourhoods amongst the 10% most deprived in England (19%) and a higher rate of unemployment than when compared nationally (6.3%). In 2015, there were 4,517 births in Coventry and it is projected that the population will increase considerably in the coming years, with over an extra 1,000 births a year expected by 2021.

The importance of the health of children and young people

The health and wellbeing of a person is heavily shaped by experiences during childhood. This period of growth from pregnancy through to later teenage years is a critical time for development and it is therefore a key aim of the city of Coventry that every child should be given the best start in life.

The responsibility for public health services from birth to 19+ years now rests with the local authority. This therefore offers the opportunity to align and integrate these services to improve ways of working, achieve efficiency and ultimately result in better health outcomes for the city.

What are the health needs of children and young people in Coventry

To help decide how best to arrange these services, we can assess measures of health for Coventry and compare to what is seen across England. This helps us to decide how well we are doing during the different stages of a child and young person’s life and if there are areas we need to concentrate on.

<p><u>Pre-conception and pregnancy</u></p> <ul style="list-style-type: none"> • The number of women classified as obese during pregnancy and the number smoking at the time of delivery which can increase the risk of a baby dying or being born with complications. • The number of women breastfeeding at the 6-8 week check. 	<p><u>11-16 year olds</u></p> <ul style="list-style-type: none"> • Self-harm are higher in Coventry than seen nationally. • Admissions to hospital for alcohol and more sexually transmitted infection diagnoses. • Children attending accident and emergency and being hospitalised for injuries. • Attainment at GCSE level
<p><u>0-4 year olds</u></p> <ul style="list-style-type: none"> • School readiness and the uptake of early learning places 	<p><u>16-19 year olds</u></p> <ul style="list-style-type: none"> • Mothers who are teenagers • 16-18 year olds not in education, employment or training
<p><u>5-11 year olds</u></p> <ul style="list-style-type: none"> • Attainment levels at Key Stage 2 in reading, writing and maths • Overweight and obese children 	

The evidence base for integration

There is a clear national policy direction towards integration of services¹. However, how this is done and what is most effective is still emerging. By looking at what evidence is available and what others are doing we are able to identify key areas of focus/principles that are important.

Having systems in place to identify families who would benefit from additional support and to coordinate support from a range of agencies is a key requirement to maximise the utility of available services. Most areas are looking to continue to build on the Health Visiting/School Nursing approach of a progressive universal model, with provision of universal and targeted services. This involves interventions available to all but with a scale and intensity proportionate to the level of disadvantage². While the effect of interventions on socioeconomic inequalities is difficult to demonstrate, a recent modelling study suggested an impact on school readiness³.

In the early years, modelling work demonstrated that progressive universal interventions to improve 'school readiness' for the home to school transition could raise population levels of educational achievement by 5% and reduce absolute socioeconomic inequalities in poor academic attainment between the least and most disadvantaged groups by 15%.

Modelled estimated using data from the Avon Longitudinal Study of Parents and Children

Integration of services

Within Coventry, 0-19 youth services, early help and children's centres are currently being re-organised into "Family hubs" alongside other partners. Co-locating the public health services within the same locations may help facilitate access and bring professionals together, as demonstrated by an evaluation of Islington's Integrated Early Childhood Services⁴.

"Co-location helped professionals to work together to provide a more streamlined service for the end user"

Islington's Integrated Early Childhood Service evaluation

As outlined by the Royal College of Nursing⁵, effective integration of care during the early years will be achieved by ensuring that health visitors work closely with school nurses, social services, community groups, integrated teams and other specialist nurses who support children's mental and physical health in the community. Later on in the child's life, integration is also needed at the transition between children's and adults' health services, particularly for those population groups with specific needs.

Whole family support with an assessment focussing on family assessment

Rather than focussing on individuals, a whole family support approach can be taken. This has been proposed in Greater Manchester to build on the Healthy Child Programme and ensure all agencies can track progress and meet the needs of families⁶.

¹https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/198748/DEFINITIVE_FINAL_VERSION_Integrated_Care_and_Support_-_Our_Shared_Commitment_2013-05-13.pdf

²<https://www.instituteofhealthequity.org/projects/fair-society-healthy-lives-the-marmot-review/fair-society-healthy-lives-executive-summary.pdf>

³<http://onlinelibrary.wiley.com/doi/10.1111/cdev.12309/full>

⁴http://www.natcen.ac.uk/media/1201975/if21m-formative-evaluation_natcen-260216.pdf

⁵https://www2.rcn.org.uk/_data/assets/pdf_file/0004/391837/004125.pdf

⁶http://www.local.gov.uk/c/document_library/get_file?uuid=2a49df73-c17e-426c-8b38-f3634f82e58a&groupId=10180

“The partnership is bringing the best evidence on interventions into infant development to create a people-based model, rather than a building-based model, with regular screening of all children through a multi-agency eight stage assessment process”

Local Government Association – good practice in children’s centres (Greater Manchester)

This is reiterated by the Royal College of Nursing⁷, who state health visitors must work across multi-agency and multi-disciplinary teams and local health organisations must pay sufficient attention to the support a family-centred team approach. However, to be able to be responsive to the full scope of a family’s health needs, all community nursing teams must have access to and be aware of the full range of services available locally. This was also mentioned in Islington’s Integrated Early childhood evaluation:

“A centralised system to collate information about available specialist services was believed to be important to strengthening referral pathways”.

Islington’s Integrated Early Childhood Service evaluation

Consistent professionals

The 2004 Children Act introduced a new statutory role of ‘lead professional’ to be the easily accessible contact for families where a child has extra needs for support. This builds on from evidence in primary care for continuity of care documented in a European overview of Child Health systems:

“Continuity of care with the same general practitioner was one of the strongest predictors of lower total health care costs continuity of care may be highly valued by patients and be cost- effective”

European Observatory on Health Systems and Policies – European Child Health Services and Systems

Health practitioners in Islington indicated that allocating a named link health practitioner to each of their early years setting, has enabled and encouraged practitioners to become more proactive in contacting each other.

Traditional handover points removed for most vulnerable

While there is traditionally a handover from the health visitor to the school nurse, an alternative would be to keep the same named healthcare practitioner to support an improved transition between services.

There are some examples of it being considered.

- In Wirral and Salford, as a result of the limited capacity of school nurses to work in primary schools, 0-19 locality based teams became established, with all new referrals being triaged, and allocation being based on the capacity and skills of the practitioner, and their knowledge and engagement with the family. For some families it has been considered more appropriate for the health visiting team to continue to support the family, even if the child has commenced compulsory education. This has been focussed mostly on SEND children.

⁷https://www2.rcn.org.uk/_data/assets/pdf_file/0004/391837/004125.pdf

- Solent: “We have a specialist Health Visitor team in Solent (Portsmouth and Southampton cities) that continue to be the lead professional until children with complex disabilities are aged 6. This is following feedback from families that all services seem to disappear at school entry just at the time they are needed most. Our specialist Health Visitor use the same records and public health (School Nurses) so it is easy to see who is working with them and feedback from families now is good. We just don’t have capacity in the Health Visitor workforce at the moment to deliver this universally.”

What Coventry people are telling us they want

We have worked with Coventry people and professionals to look at how the services are currently working, how they could be improved, and what people think would help them to stay healthy. Some of the things you told us were important where:

- Knowledge and trust
- Non judgemental services
- Listening to the user
- Discretion and confidentiality
- Considering the whole families health
- Learning and education for staff
- Partnership working

When thinking about how services can best support family’s people told us they wanted the following to be taken into consideration:

- Involving the whole family
- Integration of care (bring services together)
- Understanding the root cause of problems
- Addressing language barriers
- Flexibility in the plan for the child
- Timely care

We were also told that use of technology (online, social media) was important and that family members and teachers would be the most likely people you would approach for help or advice. As well as what Coventry people and professionals have told us, we have also looked at what the evidence tells us will work, in terms of helping families stay healthy.

With all of the information we have collected, we have identified the ways of working, and really important areas we want this new service to focus on (in order to make a positive difference to the lives of Coventry families). Over the next few months we will work with organisations interested in delivering this service, to understand their precise ideas for how they would make a difference.

Appendix 2: Integrated Adult Lifestyle Service - summary health needs and evidence base









Adult lifestyle behaviours

40% of premature deaths are attributed to behavioural patterns. When considering the burden of disease for leading risk factors, the largest proportion of Disability Adjusted Life Years result from tobacco smoking, high blood pressure, high body mass index, physical inactivity, poor diet and alcohol use.

Population

Coventry is a rapidly growing city with an estimated population of 345,400 and comparatively young, with an average age of 33. It is also relatively deprived, with a higher proportion of children in low income families (23%), a higher proportion of residents living in neighbourhoods amongst the 10% most deprived in England (19%) and a higher rate of unemployment than when compared nationally (6.3%).

Through the Coventry Household Survey, information on levels of lifestyle behaviour can be obtained and longitudinal data is available to assess the level of impact. While the proportion of adults smoking appears to be decreasing and an increase in physical activity, the indicator measuring a healthy diet appears to be showing signs of getting worse.

Indicator		2013		2016 data
		Value	Trend	
	Proportion of adults smoking	22%		19%
	Eating less than three portions of fruit and veg per day	33%		36%
	Exceeding daily alcohol unit recommendations 4+ days a week	6%		(1%) ¹
	Taking part in physical activity less than three times a week	31%		N/A ²

¹Daily units differed by gender for the 2016 survey.

²Information was available on the duration of physical activity rather than frequency in the 2016 survey.

CMO lifestyle criteria

The recent lifestyle survey in 2016 found, when assessing against CMO criteria (see table at end of document for criteria), 82% of adults interviewed had at least one lifestyle factor with potential to impact on health. 47% had just one, 29% had two and 6% had three.

High risk lifestyle criteria (see table at end of document for criteria)

When using criteria to identify those with lifestyle behaviours putting them at higher risk (see table at end of document for criteria), 57% of adults had at least one high risk lifestyle factor, with a higher proportion of adults with just one high risk factor (39%). When compared to CMO criteria, while diet was still the most common single risk factor, this dropped to only 63% of those with a high lifestyle risk, with 33% smoking and 33% low levels of physical activity. When considering combination of high risk factors, the highest combination was split between smoking and diet and low levels of physical activity and diet (11%), with 3% just smoking and low levels of physical activity. Again very few had alcohol consumption as a risk.

The evidence base for integration

While the available interventions and services have a considerable evidence base, there is flexibility around how adult lifestyle services like Stop Smoking Services, NHS Health Checks and Health Trainers are organised. By integrating the services, there is the opportunity to provide a linked up family-centred approach to improve efficiency and target multiple lifestyle risks.

This evidence review looked at what evidence was available with respect to integration of targeted adult lifestyle services.

How to do outreach

It is key to reach people who wouldn't otherwise access health services. Individuals with the most to gain from lifestyle services are those who are less likely to engage with healthcare in general including registering with a GP. In contrast, they are more likely to engage with services relating to housing, employment and debt management (reflected in Local Authority services and databases)⁸. This should be considered when developing routes of access to the service, with particular consideration of deprived areas as socio-economic status is a strong and consistent predictor of risk clusters. As well as clustering of behaviours, there will also be clustering within households; those living with a smoker, drinker or drug user are more likely to report those negative health behaviours themselves.

Engaging with other services

A study found that while deprivation was associated with difficulties in promoting, providing and accessing self-management support in the elderly, at the same time, in areas with high levels of social and ethnic diversity there was often a wide range of small scale services available. This implies that coordination between services is needed. General Practice may be particularly pertinent to include in developing this coordination, particularly for older people as they are considered to be key to their care and self-management⁹.

Use of online tools

Public Health England have a One You¹⁰ online campaign, following on from the family focused Change4Life campaign. It targets adults in mid-life following ethnographic research highlighting adults do not often realise that many of the behaviours considered "normal" can impact on health. The online platform follows research showing 80% of the target audience own a smart phone and 40% use Facebook daily. There is the possibility of tailoring this to focus on a local approach as seen in Hounslow¹¹.

Making Every Contact Count

Making Every Contact Count is an initiative to encourage conversations based on behaviour change methodologies and to empower healthier lifestyle choices, exploring the wider social determinants that influence all of our health. A series of case studies of how it has been implemented is available on their website¹².

Health Checks

⁸https://www.birminghambeheard.org.uk/people-1/the-commissioning-of-birmingham-lifestyles-service/supporting_documents/Lifestyles%20Needs%20Assessment.pdf

⁹http://www.netscc.ac.uk/hsdr/files/project/SDO_FR_08-1715-161_V01.pdf

¹⁰<https://publichealthmatters.blog.gov.uk/2016/03/14/the-one-you-campaign-a-week-in-review/>

¹¹<https://oneyouhounslow.org.uk/>

¹²<http://www.makingeverycontactcount.com/MECC%20In%20Action/Implementing%20MECC/CaseStudies.html>

The mandated NHS Health Check also provides an opportunity to identify and refer at-risk people into locally commissioned health improvement and treatment programmes¹³. Many local authorities are using the NHS Health Check to target individuals or communities at increased risk by focusing efforts among socio-economically disadvantaged communities and using proactive outreach programmes to get into those communities who are less likely to attend their general practice.

Introduction of health checks for people with learning disabilities¹⁴ typically leads to: (1) the detection of unmet, unrecognised and potentially treatable health conditions (including serious and life threatening conditions such as cancer, heart disease and dementia); and (2) targeted actions to address health needs. Few studies have investigated the extent to which the provision of Health Checks leads to short, medium or long term changes in health status in this population group. Regardless of this, identification opens up the possibility of people with learning disabilities and experiencing the level of health gain available to the general population from whatever health procedure is instigated.

Citizens Advice Bureau

The Citizens Advice Bureau is utilised in some areas. It has been found that by connecting patients to professional advice on benefits, health services professionals contribute to addressing one factor that may cause psychological stress in their patients and improve the context in which they live¹⁵. Such activity may reduce the number of consultations with and prescriptions from GPs. In the Wirral¹⁶, the Citizens Advice Bureau are commissioned to provide low level help and support for mild to moderate mental health problems. Referral of this type is particularly successful where the services are readily accessible – for example, Citizens Advice Bureaux situated in GP surgeries¹⁷. However, challenges were reported in implementing the approach around lack of support from local GPs¹⁸. Furthermore, as acknowledged by Birmingham¹⁹, to ensure appropriate access to all, there should be a reduced reliance upon healthcare based referrals across all services as this creates a natural bias in those accessing and will not help address inequalities.

Workplace

In Coventry, the PHE endorsed Workplace wellbeing scheme is in operation in some organisations²⁰. This is a voluntary self-assessment scheme to support the wellbeing of the workforce which will ultimately result in reduced sickness absence, improved productivity and reduced staff turnover. An example of this is offering of Health Checks in the workplace in Coventry and Warwickshire Partnership Trust.

How best to integrate services

There is limited evidence around the effectiveness of integration of lifestyle services. A systematic review found combined diet and physical activity promotion programs are effective at decreasing diabetes incidence and improving cardiometabolic risk factors in persons at increased risk²¹, however wide variation in diet and physical activity promotion programs limited

¹³http://www.local.gov.uk/documents/10180/6869714/L15-28+Health+check_10.pdf/d35d76ca-ec50-4ee0-8e32-b051f6eb9bf1

¹⁴https://www.improvinghealthandlives.org.uk/uploads/doc/vid_7646_IHAL2010-04HealthChecksSystemicReview.pdf

¹⁵ UCL Institute of Health Equity. Working for Health Equity: The Role of Health Professionals.

¹⁶<http://bmjopen.bmj.com/content/6/1/e009887.full>

¹⁷<http://onlinelibrary.wiley.com/doi/10.1046/j.1365-2524.2000.00249.x/abstract>

¹⁸http://www.turning-point.co.uk/media/23685/citizen_advisors_final_report.pdf

¹⁹https://www.birminghambeheard.org.uk/people-1/the-commissioning-of-birmingham-lifestyles-service/supporting_documents/Lifestyles%20Needs%20Assessment.pdf

²⁰<http://www.local.gov.uk/documents/10180/7632544/16-37+Health,%20work+and+health+related+worklessness+-+a+guide+for+local+authorities/4fa4645d-461c-4ac5-8fa9-322269285557>

²¹<http://dx.doi.org/10.7326/M15-0452>

identification of features most relevant to effectiveness and evidence on clinical outcomes and in children was sparse.

A smoking reduction intervention for economically disadvantaged smokers which involved personal support to increase physical activity appears to be more effective than usual care in achieving reduction and may promote cessation. The effect does not appear to be influenced by an increase in physical activity²². Smokers who report starting a quit attempt in the last week also report lower alcohol consumption, including less frequent binge drinking, and appear more likely to report currently attempting to reduce their alcohol consumption compared with smokers who do not report a quit attempt in the last week²³.

General model structure

One of the key recommendations in the 2013 Coventry DPH report was to develop a 'single point of access' for lifestyle services which is integrated with council customer contact points, including the call centre. This is similar to seen in other areas²⁴. In Derby, the integrated lifestyle service is comprised of a generic "hub" where referrals are received and clients and their families offered the support of a health champion/trainer who is skilled in working with them to maximise motivation and develop an individualised change plan, referring then to specialist services as required through a modular programme of interventions. Similarly in Nottingham a single point of access hub provides a referral point for patients aged 18 years and over with one or more lifestyle risk factors, and a pathway into other commissioned services and community-based support to help clients change behaviour.

The other approach taken is development of wellness service²⁵ to consider the wider determinants of health and wellbeing in addition to healthy lifestyles. This often still has a single point of access hub but then provides a holistic assessment of individuals to then triage them to services in areas such as healthy lifestyles, wellbeing, employment and welfare. A key review²⁶ of Wellness Services produced in 2010 argued services considering the socioeconomic determinants of health will be the most effective way to reduce inequalities. The majority of services reviewed, that considered costs, were found to be cost-effective and have shown the potential to bring a return on investment and to save on future costs of ill-health through early intervention.

Learning from recent feedback from City of York Council's consultation²⁷ on their integrated wellness service may apply to model development in Coventry and includes clearly describing clear objectives and target groups, appropriate budgets and timeframes for establishing the service and full acknowledgement of existing work within the community and voluntary sector in the city.

Integration with 0-19 family lifestyle services

There is a wealth of studies showing a relationship between parents' lifestyles²⁸ and that of their children in terms of what they eat, how they eat it and their activity levels. This provides a good rationale for encouraging parents to model healthy behaviours. In Hammersmith and Fulham²⁹, family healthy weight care pathways have been developed for 0-4 and 5-19 year olds. While the pathway follows up identification of children above a healthy weight, the focus is on the family. In

²²<http://ntr.oxfordjournals.org/content/18/3/289>

²³<http://bmcpublichealth.biomedcentral.com/articles/10.1186/s12889-016-3223-6>

²⁴<http://www.nottinghamshire.gov.uk/dmsadmin/Document.ashx>

²⁵<http://www.kingsfund.org.uk/sites/files/kf/chris-mcbrien-elspeth-anwar-knowsley-poster-mar13.pdf>

²⁶Liverpool Public Health Observatory. Wellness Services – Evidence based review and examples of good practice.

²⁷https://www.york.gov.uk/downloads/file/8911/integrated_wellness_service_-_consultation_report_26_january_2016pdf

²⁸http://www.noo.org.uk/uploads/doc/vid_4865_rudolf_TacklingObesity1_210110.pdf

²⁹<https://www.lbhf.gov.uk/health-and-care/public-health/family-healthy-weight-care-pathways-and-toolkit>

Chester West and Cheshire council³⁰, feedback from the consultation on their integrated wellness service mentioned allowing young people access to the same services as adults allow them to prevent them developing risky lifestyle choices which would continue into adulthood.

An option to consider how adult targeted lifestyles links in with the family lifestyle services is by integrating into one access point. A recent consultation in Walsall³¹ on their lifestyle service highlighted that they plan to address support for families within a single access point for lifestyle services, focusing on families as a high priority group where there is need.

Staff qualifications

A review on lifestyle advisors found insufficient evidence to either support or refute the use of lifestyle advisors to promote health and improve quality of life, and thus uncertainty about the interventions' cost-effectiveness³². However levels of acceptability appeared to be high, with lifestyle advisors acting as translational agents, sometimes removing barriers to prescribed behaviour or helping to create facilitative social environments. Interventions that used moderate or no technical training of lifestyle advisors tended to be the most successful.

³⁰<https://www.google.co.uk/url?sa=t&rct=j&q=&esrc=s&source=we>

³¹http://cms.walsall.gov.uk/index/health_and_social_care/public_health/public_health-consultation.htm

³²http://www.journalslibrary.nihr.ac.uk/_data/assets/pdf_file/0009/64755/FullReport-hta15090.pdf

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Public report Cabinet Report

A separate report is submitted in the private part of the agenda in respect of this item, as it contains details of financial information required to be kept private in accordance with Schedule 12A of the Local Government Act 1972 as amended. The grounds for privacy are that it contains information relating to the financial and business affairs of any particular person (including the authority holding that information) and the amount of expenditure proposed to be incurred by the Council under a particular contract for the supply of goods or services. The public interest in maintaining the exemption under Schedule 12A outweighs the public interest in disclosing the information.

Cabinet

11th April 2017

Name of Cabinet Member:

Cabinet Member for Children and Young People - Councillor E Ruane

Director Approving Submission of the report:

Deputy Chief Executive (People)

Ward(s) affected:

All

Title: Children's External Residential Services

Is this a key decision?

Yes, the proposals within the report have financial implications in excess of £1m per annum and will affect the whole of the City.

Executive Summary:

The Council has a duty under the Children Act 1989 to ensure that it has sufficient good quality placements to meet the needs of its looked after children. These should be within the local authority's area, providing this is in the best interests of the child.

The Council has set out how it will fulfil its 'sufficiency duty' in accordance with section 22G of the 1989 Children Act in its Placements Sufficiency Strategy 2016/17, and further expands on the vision for children's Services, and how this links strategically to other improvement activity, in the Children's Transformation Strategy.

Central to the vision is the knowledge that children grow up most successfully in a family environment, and therefore the cornerstone of the Placements Sufficiency Strategy is to increase the number of children who are placed with internal foster carers. Ambitious targets have been

set for the City Council fostering service, and there has been an increase in children placed with internal foster carers from 149 in April 2016 to 180 in February 2017.

However, residential care will remain a positive option for some children and young people – in particular for those who are older when they enter care, or will not thrive in and/or do not want a family setting to replace their own. On average, Coventry places around 13% of its looked after children in residential provision. The aim is to reduce this to 10% in line with the national average, and this equates to approximately 60 children)

Coventry currently uses a range of residential children's home provision, including internal provision delivered by the City Council and externally commissioned provision delivered by private providers. This includes a block contract with Hexagon Care for 17 residential beds within the city, catering predominantly for children with emotional and behavioural difficulties. This contract will expire in October 2017.

The proposal outlined in this report is to re-commission a block contract for 25 beds in 4 – 5 bedded homes, within or close to the City boundary. This new provision will not be instantly recognisable as children's homes – they will be more easily identified as homes for children and the aim is to create something more akin to normal family life. The intention is to award contracts to a number of providers so there is a more diverse market of providers and provision in the city. The contract length of the contract would be 3 years plus a possible extension of up to 2 years.

Overall, a total of 41 beds will be available in the city; 25 through the new block contract and 16 through the reconfiguration of the internal residential service approved at Cabinet on 7 March 2017. Needs analysis has shown that there are approximately 20 children who will require specialist, out of city provision to meet their needs, and these beds will be spot purchased or procured through the regional residential framework.

This proposal, and the reconfiguration of internal provision together represent the direction of travel for Coventry in relation to increasing local placement provision, and contribute towards a target reduction in expenditure across this area. Further work will continue to be undertaken on the optimum mix of internal and external provision of children's residential care, taking into account the Council's aspiration to provide quality, cost effective local provision, based on an approach that maximises placement choice for children and is predicated on a mixed economy of care provision. This work will need to take into account the effectiveness of the new operating model for internal residential provision, as recent analysis has shown that the actual operating cost of the Council's internal provision has not been cost effective. To ensure that there are clear, evidence-based recommendations about the balance of internal and external provision after the end of this contract, a commissioning review will be undertaken 24 months after delivery of the external provision has commenced (February 2020). This will examine the effectiveness of both the internal and external residential provision and make proposals regarding the mix of residential care. Prior to that, contracts will be robustly monitored through regular contract monitoring meetings and visits to providers, and the Director of Children's Services will provide regular informal reports to the Lead Member for Children.

All the projects contributing to placement sufficiency are being delivered through the Children's Transformation Board, which enables risks and interdependencies to be identified and managed at a strategic level. The board meets monthly.

The outcomes of this project will be:

- An increase of local provision;
- The ability to more effectively wrap multi-agency support services around children;
- a tighter and closer network of residential care provision in and around Coventry, which can operate alongside a newly configured internal residential service;
- All homes will be required to work in partnership including monthly managers meetings to maintain partnerships and encourage long-term planning

- Use of expensive emergency residential provision via spot purchase will be minimised.

It is proposed that Coventry commissions the service through a Dynamic Purchasing System (DPS) to bring a variety of providers into the city. The DPS is a two-stage process which allows the flexibility to procure at the most appropriate times. In the initial set up stage all providers who meet the selection criteria are admitted onto the DPS. In the second stage the Authority procures the beds over a period of time when required to avoid empty beds and over-commissioning. This reduces the risks of a standard block contract where all the beds are procured together as part of one tendering process. Providers can apply to join the DPS at any point during the lifetime of the contract allowing new entrants to the market. The DPS will be advertised in April 2017.

The cost of these 25 placements will be met from the existing children's placements budgets and this is allowed for within the Children's Transformation Strategy.

Savings realised in the residential placements budgets will collectively come from:

- A reduction in the residential cohort to 60 placements on average
- A lower average unit cost for residential placements, as a result of less spot contracts.
- A lower average unit cost for fostering, as a result of an increase in the use of internal provision and a decrease in the use of external provision.

Recommendations:

Cabinet are recommended to approve the commissioning of 25 external residential children's home beds by way of establishing a Dynamic Purchasing System.

List of Appendices included:

Appendix A - Equalities Consultation Assessment

Other useful background papers:

None

Has it been or will it be considered by Scrutiny?

No

Has it been or will it be considered by any other Council Committee, Advisory Panel or other body?

No

Will this report go to Council?

No

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Report title: Children’s External Residential Services

1. Context (or background)

- 1.1 The provision of high quality children’s homes is a key component of Coventry’s 2016 Placement Sufficiency Strategy and the Children’s Services Transformation Strategy, which set out how the Local Authority and its partners will secure sufficient accommodation for the city’s looked after children.
- 1.2 Coventry currently uses a range of residential children’s home provision, including internal provision delivered by the City Council and externally commissioned provision delivered by private providers. This includes a block contract with Hexagon Care which provides 17 residential beds within the city, catering predominantly for children with emotional and behavioural difficulties. This contract will expire in October 2017.
- 1.3 Coventry recognises that the best option for the majority of Looked after Children (LAC) is a family-based placement such as fostering. However, residential provision will continue to be a positive option for a cohort of children, who are unlikely to thrive in a family-based setting or who do not want a family setting to replace their own. Coventry’s vision is to reduce the percentage of LAC placed in residential provision to 10% of the LAC population (approximately 60 young people) which will bring it in line with the national average.
- 1.4 This report sets out plans to re-commission external residential provision. This project is one of eight projects overseen by the Transformation Board which ensures sustainable service improvement for Children’s Services in Coventry. Six of the projects in the Transformation Programme support the implementation of the Placements Sufficiency Strategy. These are: the re-commissioning of external residential provision; the redesign of internal residential provision; the development of 100 new internal foster placements; fostering for children with complex needs; the redesign of edge of care services; and the re-design and re-commissioning of supported accommodation.
- 1.5 A needs analysis undertaken in December 2016 looked at the needs of all children placed in residential provision between March 2015 to November 2016 It identified that a number of children placed in residential homes could have been placed in foster placements, had these placements been available. Of the remaining 60, approximately 40 had emotional and behavioural difficulties (EBD) and approximately 20 had specialist needs (physical or learning disabilities).
- 1.6 The new homes will meet the needs of children displaying emotional and behavioural difficulties. These are likely to include verbal and physical aggression, missing episodes, and low levels of substance misuse and criminality.
- 1.7 The needs analysis identified that the following types of placements will be required to meet the needs of approximately 60 young people who will continue to need residential provision.

Presenting need category	Current number in residential placements	Required number of placements
EBD	53	39
Specialist	25	21
Totals	78	60

1.8 The homes will be within or close to the City boundary. All homes will be capable of meeting the needs of a mix of young people including some with complex needs and challenging behaviours. Risks will therefore be spread across all homes, the stability of homes will be maintained, the matching process will be easier, and there will be greater flexibility to help to prevent empty beds in the externally commissioned provision. All homes in Coventry will be managed through a network approach which requires partnership working and healthy competition.

2. Options considered and recommended proposal

2.1 **Option 1** – Reconfigure internal residential provision to provide 16 beds as agreed at the 7 March 2017 cabinet meeting, and source remaining placements through the regional residential framework and spot providers. This option is not viable as the current regional residential framework does not provide enough good quality local placements to meet Coventry’s needs. Spot purchased placements are more expensive than framework or block placements, so this option would lead to an increase in costs. The development of a framework arrangement specifically for Coventry is another option, but is unlikely to encourage providers to establish homes in the city as a framework would not provide them with a guaranteed revenue stream.

2.2 **Option 2** – Develop a mixed economy of internal and external provision procured through a block contract which will meet the needs of young people and provide an incentive for providers to invest in new homes in the city. A mixed economy will offer more diversity of service, give more options for matching service to need and help to create a better risk profile to for the local authority. The table below shows the split of placements across internal and residential provision. Specialist placements will sit outside this contract.

Type of Residential Placement	Current	Future Placement requirements
Internal Residential	12	16
External Residential	41	25
Specialist	25	21
TOTAL	78	62

2.3 It is proposed that the external provision is procured through a Dynamic Purchasing System (DPS) which will be a two-stage process. In the initial setup stage, all providers who meet the selection criteria would be admitted onto the DPS. Unlike framework agreements, new providers can also apply to join the DPS at any point during its lifetime. Individual contracts are awarded during the second stage. In this stage, the authority invites all providers on the DPS to bid for a specific contract. This is the recommended proposal.

3. Results of consultation undertaken

3.1 Strategic commissioners have undertaken a number of consultation sessions with providers, stakeholders and young people to help shape the future service model.

3.2 Two workshops were held with approximately 30 providers in June 2016 followed by individual sessions with a number of providers. The providers that attended the sessions validated the need for children to be placed locally in order to access local services and remain in contact with family.

3.3 The consultation established that there are a number of providers who are interested in establishing children’s homes in the city. The use of a block contract will be beneficial to providers through guaranteeing income and helping to stimulate the market to enable

providers to make the necessary capital investment in Coventry. The block will also ensure Coventry has sole use of the provision at a lower unit cost than commissioning via a framework or spot

- 3.4 An online survey with social care staff on the requirements for future residential provision received 26 responses. Staff outlined the need for smaller local provision so that young people are not removed from their schools, with resilient staff who can effectively engage young people with a range of needs.
- 3.5 Coventry also consulted with young people via the Voices of Care group and as part of the 11 Million Takeover Challenge. Young people designed their ideal residential provision and stated that they would prefer small homes based in Coventry that looked like 'normal homes on normal streets'. They stated that it was important for them to remain in city and that they would be happy to access therapy outside of the home if required.

4. Timetable for implementing this decision

The Dynamic Purchasing System will be advertised in April 2017, with the first contract awarded in August 2017. The first tranche of homes will be in place from February 2018. The completion of this project for all new residential provision will be by June 2018. The progress of the project will be monitored monthly by the Transformation Board.

5. Comments from Director of Finance and Corporate Services

5.1 Financial implications

- 5.1.1 The aim of the external residential transformation programme is to reduce the costs of residential placements for Looked After Children (LAC) by decreasing the total number of young people in residential placements from 78 to 60 and by reducing the overall average cost of those placements by effective commissioning of those placements based on need.
- 5.1.2 Coventry currently utilises a range of residential provision including internal residential provision, a block contract with Hexagon, access to the West Midlands Residential Framework and spot purchased placements.
- 5.1.3 As the DPS arrangement will involve a bidding process for each property, the full cost of the 25 block places is not yet known. The procurement of these 25 placements will be met from existing children's placements budgets and this is allowed for within the Children's Transformation Strategy.
- 5.1.4 Savings realised in the residential placements budgets will collectively come from:
 - A reduction in the residential cohort to 60 placements on average
 - A lower average unit cost for residential placements, as a result of less spot contracts.
 - A lower average unit cost for fostering, as a result of an increase in the use of internal provision and a decrease in the use of external provision.

5.2 Legal implications

The letting of a Dynamic Purchasing System will be conducted in accordance with the Council's Rules for Contracts and the Public Contracts Regulations 2015. The initial stage of the DPS can legally be commenced prior to Cabinet approval as it does not confer any rights or obligations on any party to proceed. No contractual commitments for the DPS will be made should Cabinet determine not to proceed or prior to expiry of the Call In period if Cabinet approves the recommendations.

6. Other implications

6.1 How will this contribute to achievement of the Council's Plan?

A key Council objective is to place more young people in or close to the city. This allows for more effective family contact and for both education and healthcare to continue seamlessly. It should also allow for a smoother transition to independence for those children over the school leaving age who will most likely be looking to assume adulthood and settle within the city. They will be close to any work experience, training and/or employment opportunities that may become available and will have ready access to their Social Worker or Personal Adviser situated within localities. Important links with local services such as the children's sexual exploitation team, health services, including CAMHS, community safety and local police can also be sustained more effectively when children are placed in Coventry.

6.2 How is risk being managed?

A project team comprising strategic commissioners, procurement, finance and service representation reports monthly to the Transformation Programme Delivery Board. The Board is chaired by the Director of Children's Services. The monthly Highlight Reports give updates on progress, identified risks and mitigation. Risks will continue to be identified through the implementation phase of the project, mitigation sought and impact is managed through this process.

6.3 What is the impact on the organisation?

As corporate parents the commissioning of children's residential homes will enable young people access to local residential provision which will provide them with continuity in relation to educational placement and accessibility to health services. The new provision will mirror a normal living environment for children which will enable them to feel settled, safe and improve their emotional, health and educational outcomes.

6.4 Equalities / EIA

6.4.1 An Equalities Consultation Assessment (ECA) is attached in Appendix A.

6.4.2 The new commissioned provision will meet the needs of all looked after young people in the city. The specification will ensure that provision meets the needs of young people irrespective of gender, religious beliefs, sexual orientation or immigration status

6.4.3 The needs of young people with physical and learning disabilities will be met through framework and spot providers. Coventry will retain its dedicated short breaks resource for looked after children with a disability at Broad Park House. Gravel Hill will be able to offer a bed for a child with a disability if required and this facility will remain following the internal redesign.

6.5 Implications for (or impact on) the environment

Providers will be requested via the specification to run homes in an energy efficient way in order to reduce impacts on the environment. For example homes to use energy saving light bulbs and recycle a percentage of the home waste.

6.6 Implications for partner organisations?

The increase in capacity arising from the proposals will ensure more young people in care are placed locally and therefore there may be more demand on local support services such as Child and Adolescent Mental Health Services (CAMHS) and the new Integrated Mental Health Service for LAC. However, the cost of commissioning out of city health and education provision will reduce. Further engagement with health and education providers will take place as the project progresses to fully identify this impact. The community safety team may see an increase in providers requiring support to deliver information in relation to safe location reports and maybe required to visit new provision.

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Janice White	Team Leader, Legal Services	Place	13.03.2017	18.03.2017
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Names of approvers for submission: (officers and Members)				
Rachel Sugars	Finance Manager	Place	10.03.2017	17.03.2017
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John Gregg	Director of Children's Services	People	14.03.2017	20.03.2017
Councillor E Ruane	Cabinet Member for Children and Young People	People	15.03.2017	20.03.2017

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A separate report is submitted in the private part of the agenda in respect of this item, as it contains details of financial information required to be kept private in accordance with Schedule 12A of the Local Government Act 1972. The grounds for privacy are that it refers to the identity, financial and business affairs of an organisation and the amount of expenditure proposed to be incurred by the Council under a particular contract for the supply of goods or services. The public interest in maintaining the exemption under Schedule 12A outweighs the public interest in disclosing the information.

Cabinet

11th April 2017

Name of Cabinet Member:

Cabinet Member for Jobs and Regeneration – Councillor J O’Boyle

Cabinet Member for City Services – Councillor J Innes

Cabinet Member for Public Health and Sport – Councillor K Caan

Director Approving Submission of the report:

Deputy Chief Executive (Place)

Ward(s) affected:

Whoberley, Earlsdon, Wainbody and Cheylesmore

Title:

Request to enter into Wayleave Agreement with Western Power Distribution to supply Jaguar Land Rover

Is this a key decision?

Yes, more than three Wards are affected with the request to approve a new Wayleave agreement.

Executive Summary:

The Council has received a request to enter into various Wayleave agreements with Western Power Distribution to allow them to lay new cables to facilitate an enhanced power supply to Jaguar Land Rover’s plant at Whitley. Having considered all the options that were made available, the conclusion reached would result in new cables being required to ensure a continued and enhanced power supply for Jaguar Land Rover.

The proposed route crosses various areas of Council owned land that does not form part of the adopted public highway and includes parts of War Memorial Park, Hearsall Common, Stivichall Croft woodland common and open space, Leaf Lane open space, and allotment sites at Beechwood Avenue and Highland Road Coventry.

Recommendations:

Cabinet is recommended to

1. Approve the request to enter into Wayleave agreements with WPD for the laying of cables through Council owned land (except the War Memorial Park which is the subject of a separate report).
2. Delegate Authority to the Deputy Chief Executive (Place) and Director of Finance and Corporate Services to negotiate the terms of any agreement with WPD (including the consideration as well as any compensation payments for the disruption caused), undertake due diligence and complete the necessary legal documentation.

List of Appendices included:

Appendix A: Sectional Plans of proposed cable route
Appendix B: Site Plan of proposed cable route
Appendix C: Site Plan of Wayleaves required

Other useful background papers:

None

Has it been or will it be considered by Scrutiny?

No

Has it been or will it be considered by any other Council Committee, Advisory Panel or other body?

No

Will this report go to Council?

No

Report title: Request to enter into Wayleave Agreement with Western Power Distribution to supply Jaguar Land Rover

1. Context (or background)

- 1.1 The Council was approached by Jaguar Land Rover (JLR) to help them provide and facilitate an enhanced electric power supply to their existing plant based in Whitley. Western Power Distribution (WPD) have been appointed by JLR to find a solution to the power issue and they have proposed the laying of new cable to facilitate this.
- 1.2 JLR need more electric power to further expand their research unit and to enable this WPD have devised a route for new electric cables to be laid which runs from Hearsall Common Sub-Station to Whitley Substation. The proposed route is shown on the plan attached at Appendix A of this report.
- 1.3 It is acknowledged that the proposed route will require extensive digging up and reinstatement work, all options to reduce disruption to have a minimal impact have been considered and the conclusion reached by WPD is that the laying of new cables is the best option. Severn Stars Sub-Station does not have enough capacity to take on the amount of electric power necessary for the development of the Whitley plant.
- 1.4 WPD are entitled to use statutory powers to allow them to lay new cables and for the cabling to go through existing adopted public highway.
- 1.5 Delivering the entire route through the adopted public highway would cause the most disruption, be more costly to WPD/JLR and take longer to deliver the project.
- 1.6 WPD would like to enter into Wayleave agreements with the Council where the proposed route crosses land at Hearsall Common, Stivichall Common Highland Road, Beechwood Avenue, War Memorial Park, Stivichall Croft woodland and open space and land at Leaf Lane as detailed on the plan attached at Appendix B of this report before entering into the JLR plant in Whitley.

2. Options considered and recommended proposal

- 2.1 **Option 1 – Proceed with the new cable route from Hearsall Common Sub-Station to Whitley Sub-Station as set out in per Appendix A of the Report.**
- 2.2 The laying of the new cables on the proposed route is required to enable JLR ensure they have continued power and to expand their current facilities to deliver more jobs and bring further investment into the city. The Council are supportive of this project and are keen to assist JLR with their plans by entering into Wayleave agreements with WPD. Any consideration for the agreements will be valued separately and will need to comply with the provisions of s.123 Local Government Act 1972 to ensure best consideration is obtained.
- 2.3 A separate Cabinet report is being presented due to the fact that the proposed cable route runs over land which is held by the Council as Charitable Trustee, namely the War Memorial Park. This requires, the decision taken by Cabinet to be clear that it has been made in its capacity as a Charitable Trustee acting in the best interest of the charity.

2.4 Option 2 – Retain Status Quo

- 2.5** If the Council does not agree to enter into Wayleave agreements with WPD for the land it owns then WPD can use statutory powers to lay the cables in the adopted public highway to get to the Whitley Substation. This would result in further large scale disruption, take longer to deliver and thus prevent/delay JLR from expanding their plant and from bringing further jobs, regeneration and investment into Coventry.
- 2.6** Therefore, it is recommended to proceed with Option 1 and agree the new cable route from Hearsall Common Substation to Whitley Substation thus supporting JLR to provide expansion of their plant and further jobs and investment into the city.

3. Results of consultation undertaken

- 3.1** As the proposed route will go through areas of public open space, this will need to be advertised in the local newspaper and any comments/objections received will be dealt with in accordance with the Council's policies and procedures.

4. Timetable for implementing this decision

- 4.1** It is anticipated that the works are likely to commence in summer 2017 and therefore WPD will require any Wayleave agreements to be entered into before commencement of the works.

5. Comments from Director of Finance and Corporate Services

5.1 Financial implications

All costs to 'reinstate and make good' all the land back to their original state will be met by JLR/WPD. In addition, the consideration payment for the Wayleave agreements will contribute towards the Council's corporate receipts target. The consideration complies with S123 of the Local Government Act 1972.

5.2 Legal implications

Council owned Land

Section 123 of the Local Government Act 1972 provides that a Council may dispose of land held by them in any manner that they wish but in doing so, the Council must obtain best consideration for the land and can only do otherwise with the consent of the Secretary of State or in cases of a short tenancy (i.e. less than 7 years).

In the Local Government Act 1972: General Disposal Consent (England) 2003, the Secretary of States provides Councils with general consent to dispose of a land otherwise than by way of a short tenancy, where, (a) the Council considers that the purpose for which the land is to be disposed is likely to contribute to the achievement of any one or more of the promotion or improvement of economic wellbeing; social well-being; environmental wellbeing of the whole or any part of its area, or of all or any persons resident or present in its area; and (b) the difference between the unrestricted value of the land to be disposed of and the consideration for the disposal does not exceed £2,000,000 (two million pounds).

Section 123 of the Local Government Act 1972 also places a duty on the Council to advertise the disposal of land that consists of or forms part of an open space for two consecutive weeks in a newspaper circulating in the area in which the land is situated, and

to consider any objections to the proposed disposal which may be made by the residents of the area.

6. Other implications

6.1 How will this contribute to achievement of the Council's key objectives / corporate priorities (corporate plan/scorecard) / organisational blueprint / Local Area Agreement (or Coventry Sustainable Community Strategy)?

The agreement will allow JLR to work with Coventry City Council and facilitate delivery of jobs and new investment into the city, it will boost the local economy and support both employers and the people of Coventry.

6.2 How is risk being managed?

Western Power Distribution (WPD) will work with the Council's Highways department to ensure all Health & Safety measures are taken whilst undertaking the digging up and reinstatement works. The reinstatement works carried out in the War Memorial Park will also be conducted by WPD and the Council's Property department will ensure this is done to a high quality finish.

6.3 What is the impact on the organisation?

The impact on the organisation is largely disruption to the roads networks and this will delay travel times and cause congestion, measures will be taken by WPD to carry out work outside of peak travelling times wherever possible. Allowing the proposed routes to go through areas of public open spaces reduces the impact of road users.

Property Implications

The proposed route will go through land held within Streetscene & Greenspaces portfolio, Commercial Property Management/Property Management and Highways. The Wayleave agreements will require WPD to reinstate any land effected by the laying of the new cables.

6.4 Equalities / EIA

An Equality Impact Assessment has not been undertaken as the proposal concerns digging up and reinstatement of land and adopted Highway and no group will be impacted.

6.5 Implications for (or impact on) the environment

The impact will be positive as it the reinstatement of roads and land will further enhance the road networks and areas of public open space.

6.6 Implications for partner organisations?

Friends of War Memorial Park will be informed about the works accordingly.

Report author(s):

Name and job title:

Azim Walimia, Senior Asset Surveyor – Property

Directorate:

Place

Tel and email contact:

02476 833384 azim.walimia@coventry.gov.uk

Enquiries should be directed to the above person.

Contributor/approver name	Title	Directorate or organisation	Date doc sent out	Date response received or approved
Contributors:				
Richard Moon	Assistant Director Property Management & Property Services	Place	06/03/2017	08/03/2017
Neil Cowper	Head of Highways	Place	06/03/2017	07/03/2017
Graham Hood	Head of Streetpride & Greenspaces	Place	06/03/2017	14/03/2017
Lara Knight	Governance Service Co-ordinator	Place	06/03/2017	14/03/2017
Other members				
Names of approvers for submission: (officers and members)				
Finance: Phil Helm	Finance Manager	Resources	06/03/2017	09/03/2017
Legal: Oluremi Aremu	Major Projects Lead Lawyer	Resources	03/03/2017	03/03/2017
Director: Andrew Walster	Streetscene & Regulatory Services	Place	13/03/2017	14/03/2017
Members: Cllr Jim O Boyle				
Members: Cllr Jayne Innes				
Members: Cllr Kamran Caan				

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Western Power Distribution Substation

Hearsall Lane / B4101

Hearsall Common

Highland Road Allotments

Beechwood Avenue



PLACE DIRECTORATE
 STRATEGY & PERFORMANCE TEAM
 FLOOR 9, CIVIC CENTRE 4
 MICH PARK STREET
 COVENTRY CV1 2PY
 024 7683 2755



Title: Proposed Cable Route

Drawn By: NH
 Scale : NTS
 Date: 27/03/2017

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 © Skyway

Martin Yardley - Executive Director, Place
 Richard Moon - Assistant Director, Project Management & Property Services

For Identification purposes only

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Hearsall Common



Beechwood Avenue

Kenilworth Road

War Memorial Park

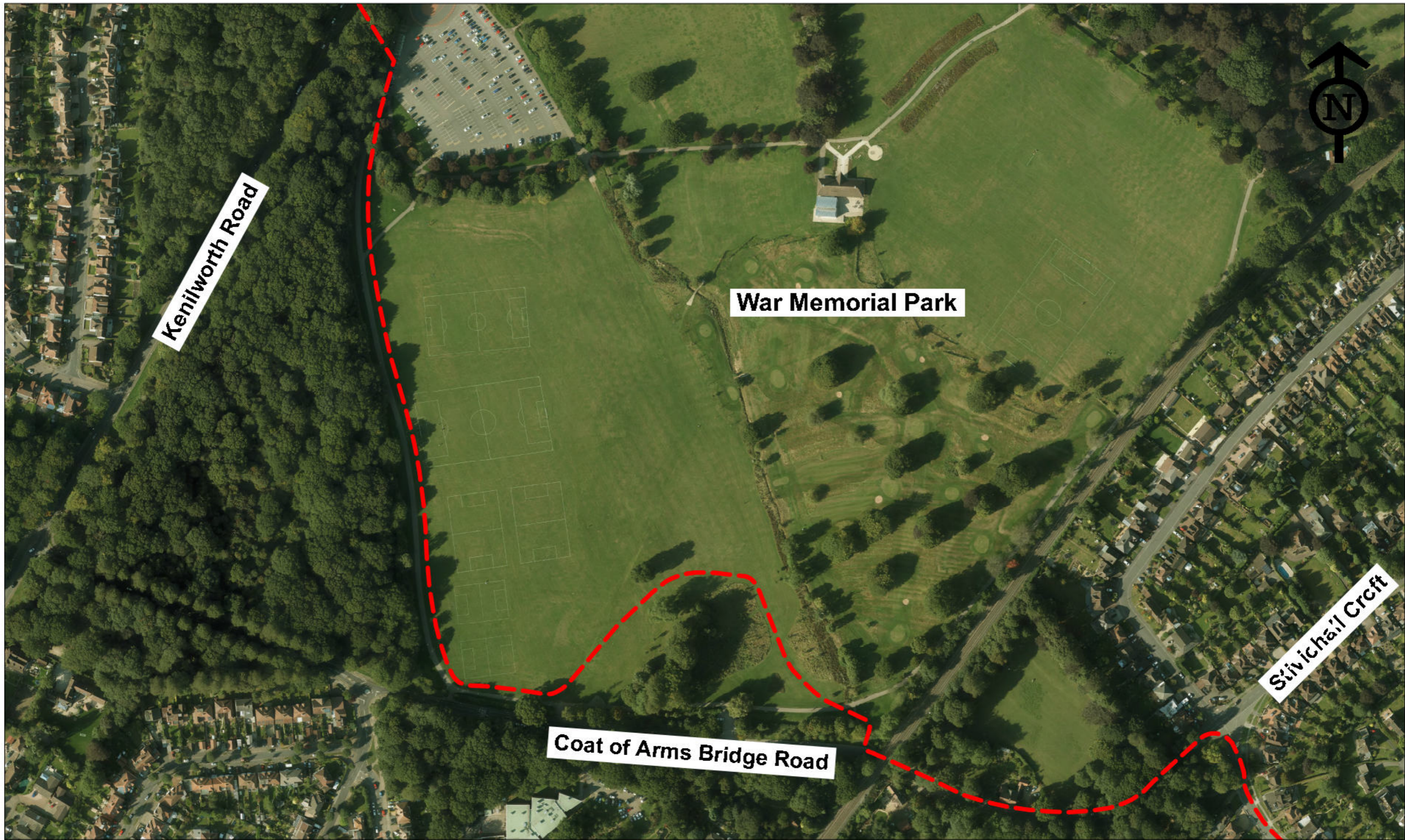
PLACE DIRECTORATE
 STRATEGY & PERFORMANCE TEAM
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 MUCH PARK STREET
 COVENTRY CV1 2PY
 024 7683 2755

Coventry City Council

Title: Proposed Cable Route

Drawn By: NH
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Kenilworth Road

War Memorial Park

Coat of Arms Bridge Road

Stivichall Croft



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Title: Proposed Cable Route

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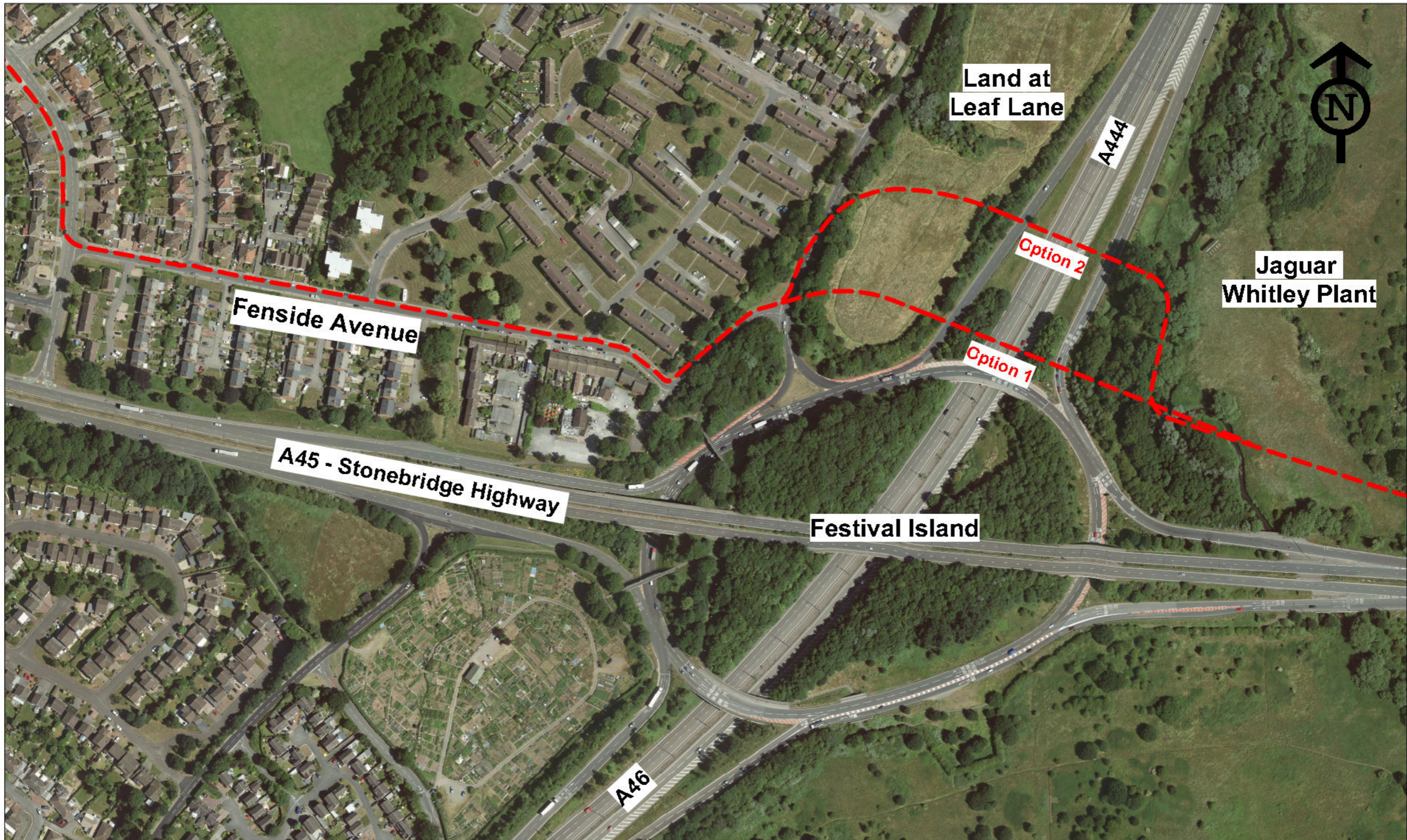
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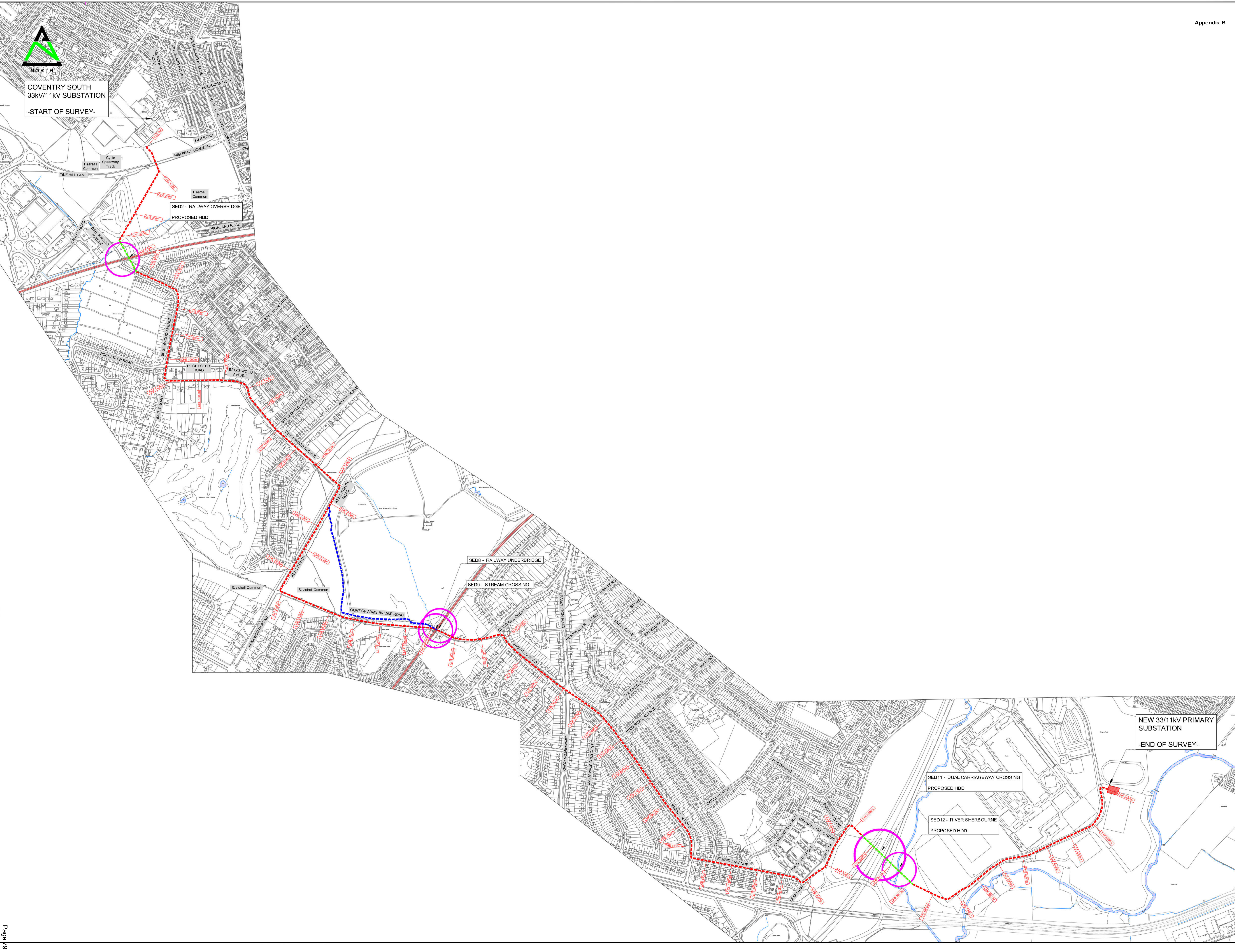
Martin Yardley - Executive Director, Place
 Richard Moon - Assistant Director, Project Management & Property Services

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COVENTRY SOUTH
33kV/11kV SUBSTATION
-START OF SURVEY-



Appendix B

GENERAL NOTES

The survey is based on Ordnance Survey National Grid OSG83S.
The accuracy of the digital data is the same as the plotting scale implies.
All dimensions are in metres unless otherwise stated.
DO NOT SCALE from this drawing, work to site dimensions.

LEGEND

- PROPOSED 33kV OPEN CUT TRENCH ROUTE
- ALTERNATIVE 33kV OPEN CUT TRENCH ROUTE
- PROPOSED HDD
- SPECIAL ENGINEERING DIFFICULTY
- RAILWAY TRACK / TRAMLINE
- RI/ND WATER

CIRCUIT	LENGTH (M)	PRIVATE LAND / PARKS	SPECIAL ENGINEERING DIFFICULTIES
33 kV CABLE	643	Part: Hearshall Common	5 (SECC SECK SECK SE011, SE012)

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REV	DATE	DESCRIPTION	DR	CHK	APP
0	08.10.16	Preliminary Drawing	AS	MB	-

catsurveys

CLIENT: **WESTERN POWER DISTRIBUTION**
Spring Hill, Midlands, South West and Wales

PROJECT: JLR WHITLEY

TITLE: PROPOSED 33kV CABLE ROUTE

DRAWING No: WPD16312/SO/POINTS/01

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Wayleave 1 Hearsall Common Length: 438 m

Wayleave 2 Highland Road Allotment Length: 62 m

Wayleave 3 Land at Beechwood Avenue Length: 52 m

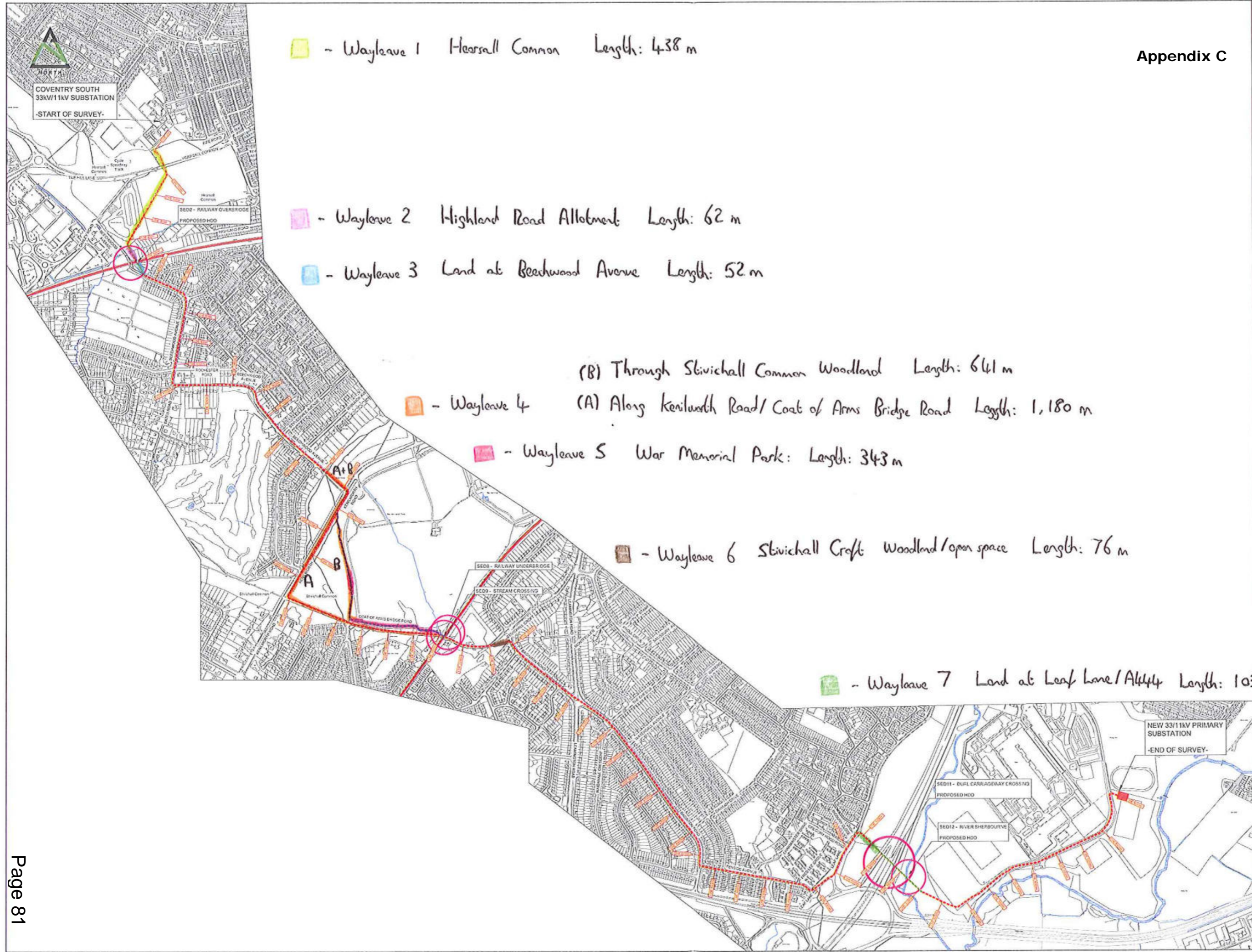
Wayleave 4 (B) Through Stivichall Common Woodland Length: 641 m

(A) Along Kenilworth Road/ Coat of Arms Bridge Road Length: 1,180 m

Wayleave 5 War Memorial Park: Length: 343 m

Wayleave 6 Stivichall Croft Woodland/open space Length: 76 m

Wayleave 7 Land at Leaf Lane/Alf44 Length: 103 m



GENERAL NOTES
 This drawing is for information only.
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 All dimensions are in metres unless otherwise stated.
 DO NOT SCALE for planning work from this drawing.

LEGEND

PROPOSED 33kV OPEN OUT TROUGH ROUTE	-----
ALTERNATIVE 33kV OPEN OUT TROUGH ROUTE	-----
PROPOSED HD	-----
SPECIAL ENCLAVE WESTMAYN	-----
RAILWAY TROUGH PROPOSED	-----
RAILWAY TROUGH	-----

CADUT	AS/174	PRIVATE ROAD	SPECIAL ENCLAVE WESTMAYN
33kV	33kV	Proposed	33kV
11kV	11kV	Proposed	11kV

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SHEET No	01 of 01	SCALE	1:100	SIZE	A3
REV	DATE	DESCRIPTION	BY	CHKD	APP
0	06.10.15	Preliminary Drawing	AS	MS	-

catsurveys

CLIENT: **WESTERN POWER DISTRIBUTION**
 Managing Electricity Distribution

PROJECT: J.R. WHITLEY

TITLE: PROPOSED 33kV CABLE ROUTE

DRAWING No: WPD/16/02/30/12/HTS/001

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A separate report is submitted in the private part of the agenda in respect of this item, as it contains details of financial information required to be kept private in accordance with Schedule 12A of the Local Government Act 1972. The grounds for privacy are that it refers to the identity, financial and business affairs of an organisation and the amount of expenditure proposed to be incurred by the Council under a particular contract for the supply of goods or services.

Cabinet

11th April 2017

Name of Cabinet Member:

Cabinet Member for Jobs and Regeneration – Councillor J O’Boyle

Cabinet Member for City Services – Councillor J Innes

Cabinet Member for Public Health and Sport – Councillor K Caan

Director Approving Submission of the report:

Deputy Chief Executive (Place)

Ward(s) affected:

Earlsdon

Title:

Cabinet acting as Charitable Trustees for War Memorial Park

Is this a key decision?

No

Executive Summary:

This report seeks agreement of Cabinet sitting as the Charitable Trustees to grant a wayleave agreement which allows Western Power Distribution to lay and retain new power cables on a route which crosses through part of the War Memorial Park.

By virtue of a conveyance dated 27th January 1921 The War Memorial Park is held on trust by the Council and therefore any decisions relating to it must be made on the basis of and acting in the capacity as sole charitable trustee and what is in the best interests of the charity alone.

Where a local authority is trustee of an asset held on charitable trust, it is essential to ensure that the asset is held and applied in accordance with the particular charitable purpose to which it was conveyed to the local authority.

Where the local authority is the sole trustee, it is the corporate body (“authority itself”) which is the trustee and as such guidance from the Charity Commission states that responsibility for decision-making and oversight rests with the Councillors. In exercising the obligation as charity

trustee, the decision takers must ensure that their decisions are only taken on the basis on what is in the interest of the charity and not that what is in the best interest of the of the local authority.

A request has been received from Western Power Distribution to allow them to lay and retain new power cables on a route through part of the park (as shown on the plan attached at Appendix A) and enter into a wayleave agreement to allow this.

Recommendations:

It is recommended that Cabinet:

1. In its role as charitable trustee of the War Memorial Park, agrees in principle to the entering into an agreement with Western Power Distribution for the laying and retention of cables through the park and any other land held on Trust by the Council through which the cable will run subject to:
 - An independent Charities Act report recommending that the intended easement between the Charitable Trust and Western Power Distribution represents best value to the charity.
2. Delegated Authority be granted to the Executive Director of Place and the Council's Section 151 Officer in consultation with the Cabinet Member for Jobs & Regeneration and Cabinet Member for City Services and Cabinet Member for Public Health and Sport to negotiate the detailed terms of agreement with Western Power Distribution which shall include undertaking the appropriate due diligence and completion of the necessary legal documentation

List of Appendices included:

Appendix A – Sectional Plan of proposed cable route
Appendix B – Proposed Cable Route

Other useful background papers:

None

Has it been or will it be considered by Scrutiny?

No

Has it been or will it be considered by any other Council Committee, Advisory Panel or other body?

No

Will this report go to Council?

No

Report title: Cabinet acting as Charitable Trustees for War Memorial Park

1. Context (or background)

- 1.1 The Council holds the legal title to the War Memorial Park by virtue of a conveyance dated 27 January 1921. The land was transferred to the Council to be held 'to the use' of the Corporation and its successors and assigns *'to be maintained by the Corporation and dedicated in perpetuity as a public park or Recreation Ground for the people or for use for Agricultural Shows Flower Shows or similar purposes with a right to charge for admission'* the wording of this conveyance clearly settled the land (including the War Memorial Park) on charitable trust and as such the Council is now the sole corporate trustee of the Trust.
- 1.2 In the absence of any other trust document the conveyance is the sole governing document of the charity which it created.
- 1.3 Where the Council is the sole trustee it is essential to ensure that the assets are held and applied in accordance with the charity's particular purpose.
- 1.4 For a body to be a charity it must be independent i.e. it must exist and operate solely for charitable purposes not as a means of carrying out the policies or directions of the local authority.
- 1.5 Any income received from any agreement can only be used toward furthering the purpose upon which the charity was provided and cannot be used for the local authority's general purposes and any income received from the asset must be kept separate from that of the Council and accounted for separately.
- 1.6 Currently the Council's constitution has no provision for decisions relating to the Council acting in its capacity as a corporate trustee being delegated to either officers or a committee and therefore it is necessary for this report to be brought to Cabinet for a decision to be made.

2. Options considered and recommended proposal

2.1 Option 1 – Cabinet acting in capacity of Charitable Trustees approves the proposed Wayleave request through the War Memorial Park.

The apparatus to be laid will not affect the ability of the Council acting in their capacity as Charitable Trustees to comply with the objectives stated in the Conveyance as the pipes will be laid underground. Furthermore, any consideration received as part of the grant of easement payment from the War Memorial Park will be spent on furthering the objectives to which the land was entrusted to the Council pursuant to the conveyance referred to above.

This is the recommended proposal.

2.2 Option 2 – Retain Status Quo

If Cabinet, acting as Charitable Trustees do not agree to enter into Wayleave agreements with WPD for the land at War Memorial Park then the Charity could lose the potential income generated from the grant of the wayleave.

3. Results of consultation undertaken

- 3.1 The disposal referred to in this report is not being made to a connected person and as such no order will be required from the Charity Commission prior to the arrangement being put in place. However, the requirements of section 117 (2)(b) of the Charities Act 2011 will need to be complied with, one of which is to advertise the disposal as advised by the qualified surveyor who provides the Charities Act report (unless advertising is not in the interests of the Charity). Guidance by the Charity Commission on advertising when it relates to charity assets states that the trustees must give public notice of the disposal inviting representations. The notice period must be for at least a month and the trustees must consider any representations they receive. In this case, it will usually be acceptable for the Trust to put up a notice on the property itself and insert a second notice in a local newspaper.

Officers will ensure that all requirements under the Charities Act 2011 are complied with in relation to the authorisations contained in this report.

4. Timetable for implementing this decision

- 4.1 It is anticipated that the works are likely to commence in summer 2017 and therefore WPD will require any Wayleave agreements to be entered into before commencement of the works.
- 4.2 The indicative timetable for WMP works to be done will commence between 7th September 2017 and 4th October 2017, which will include open grass cutting to install the ducts. Further works will commence on the 15th January 2018 and 2nd February 2018, which will include drilling under the trees off Kenilworth Road. These works will not impact the use of the park for events such as Godiva Festival during 2017 and 2018 period. All other events which have been timetabled to take place in War Memorial Park up to 2018 continue as planned.

5. Comments from Director of Finance and Corporate Services

- 5.1 Financial implications

All costs to 'reinststate and make good' all the land back to their original state will be met by JLR/WPD. In addition, any consideration payment received for War Memorial Park will be 'ring-fenced' to be spent to enhance the park only.

- 5.2 Legal implications

Land held as Charitable Trustee

Local authorities are empowered by Section 139 of the Local Government Act 1972 to receive and hold gifts on charitable trusts. The local authority is currently the sole corporate trustee for this charity.

The Council as trustee has a legal duty to operate the charity in accordance with the charity's governing document and strictly in furtherance of its stated objects. The management of the charity should be kept separate, as far as possible, from the business of the local authority. Equally, the finances of the trust must be kept separate from those of the Council.

Where the Council is a trustee of a charity, it is the corporate body, acting in accordance with its usual procedures, which is 'the trustee'. While ongoing management may be delegated to officers, responsibility for decision making and oversight must rest with the councillors.

6. Other implications

6.1 How will this contribute to achievement of the Council's key objectives / corporate priorities (corporate plan/scorecard) / organisational blueprint / Local Area Agreement (or Coventry Sustainable Community Strategy)?

Approving the cable route through the War Memorial Park will allow JLR to work with Coventry City Council and facilitate delivery of jobs and new investment into the city, it will boost the local economy and support both employers and the people of Coventry.

6.2 How is risk being managed?

Western Power Distribution (WPD) will work with the Council's Highways department to ensure all Health & Safety measures are taken whilst undertaking the digging up and reinstatement works on the adopted highway network. The reinstatement works carried out in the War Memorial Park will also be conducted by WPD and the Council's Property department will ensure this is done to a high quality finish.

6.3 What is the impact on the organisation?

The impact on the organisation is largely disruption to the roads networks and this will delay travel times and cause congestion, measures will be taken by WPD to carry out work outside of peak travelling times wherever possible.

Property Implications

The proposed route will go through land held within Streetscene & Greenspaces portfolio, any consideration received for entering into the Wayleave agreements will be used to enhance areas within War Memorial Park

6.4 Equalities / EIA

An Equality Impact Assessment has not been undertaken as the proposal concerns digging up and reinstatement of land and adopted Highway and no group will be impacted.

6.5 Implications for (or impact on) the environment

The impact will be positive as any compensation received will further enhance the reinstatement of War Memorial

6.6 Implications for partner organisations?

Friends of War Memorial Park will be informed about the works accordingly.

Report author(s):

Name and job title: Azim Walimia, Senior Asset Surveyor –Property

Directorate: Place

Tel and email contact: 02476 833384 azim.walimia@coventry.gov.uk

Enquiries should be directed to the above person.

Contributor/approver name	Title	Directorate or organisation	Date doc sent out	Date response received or approved
Contributors:				
Richard Moon	Assistant Director Property Management & Property Services	Place	06/03/2017	08/03/2017
Graham Hood	Head of Streetpride & Greenspaces	Place	06/03/2017	13/03/2017
Lara Knight	Governance Services Co-ordinator	Place	06/03/2017	14/03/2017
Neil Cowper	Head of Highways	Place	06/03/2017	07/03/2017
Other members				
Names of approvers for submission: (officers and members)				
Finance: Phil Helm	Finance Manager	Resources	06/03/2017	09/03/2017
Legal: Oluremi Aremu	Major Projects Lead Lawyer	Resources	03/03/2017	03/03/2017
Director: Andrew Walster	Streetscene & Regulatory Services	Place	13/03/2017	15/03/2017
Members: Cllr Jim O Boyle			27/03/2017	27/03/2017
Members: Cllr Jayne Innes			27/03/2017	27/03/2017
Members: Cllr Kamran Caan			27/03/2017	27/03/2017

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Appendix A – Proposed Cable Route

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PLACE DIRECTORATE
 STRATEGY & PERFORMANCE TEAM
 FLOOR 9, CIVIC CENTRE 4
 MICHAM PARK STREET
 COVENTRY CV1 2PY
 024 7683 2755



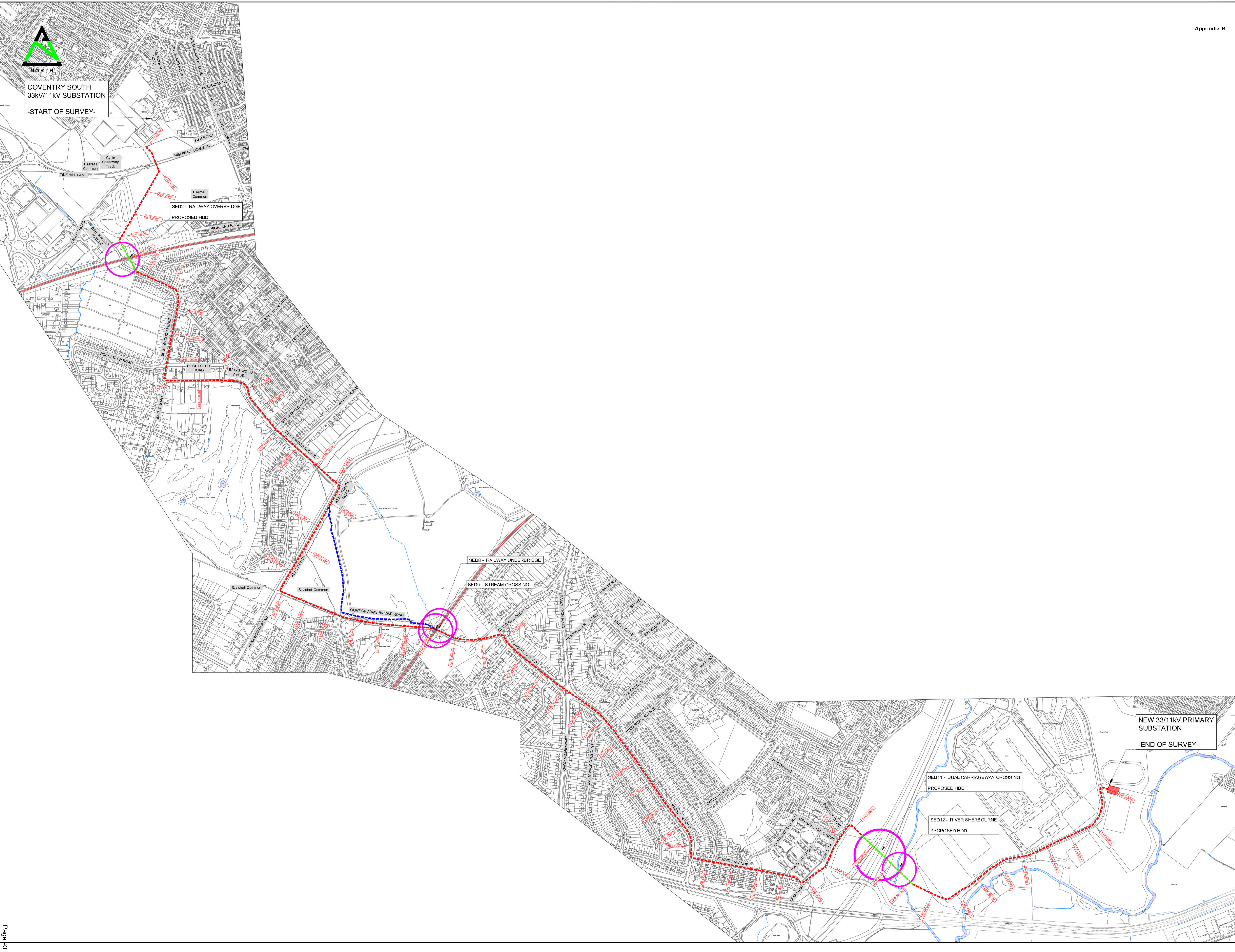
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Drawn By: NH
 Scale : NTS
 Date: 27/03/2017

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COVENTRY SOUTH
33kV/11kV SUBSTATION
-START OF SURVEY-



Appendix B

GENERAL NOTES

The survey is based on Ordnance Survey National Grid OSG83S.
The accuracy of the digital data is the same as the plotting scale implies.
All dimensions are in metres unless otherwise stated.
DO NOT SCALE from this drawing, work to site dimensions.

LEGEND

- PROPOSED 33kV OPEN CUT TRENCH ROUTE ---
- ALTERNATIVE 33kV OPEN CUT TRENCH ROUTE ---
- PROPOSED HDD ---
- SPECIAL ENGINEERING DIFFICULTY ---
- RAILWAY TRACK / TRAMLINE ---
- RIVER/WATER ---

CIRCUIT	LENGTH (M)	PRIVATE LAND / PARKS	SPECIAL ENGINEERING DIFFICULTIES
33 kV CABLE	643	Part Hearshall Common	5 (SECC SECC SECC SE011, SE012)

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0	08.10.16	Preliminary Drawing	AS	MB	-



CLIENT: **WESTERN POWER DISTRIBUTION**
Spring Hill, Midlands, South West and Wales

PROJECT: JLR WHITLEY

TITLE: PROPOSED 33kV CABLE ROUTE

DRAWING No: WPD16312/SO/POINTS/01

08/16

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A separate report is submitted in the private part of the agenda in respect of this item, as it contains details of financial information required to be kept private in accordance with Schedule 12A of the Local Government Act 1972. The grounds for privacy are that it refers to the identity, financial and business affairs of an organisation and the amount of expenditure proposed to be incurred by the Council under a particular contract for the supply of goods or services. The public interest in maintaining the exemption under Schedule 12A outweighs the public interest in disclosing the information.

Cabinet

11 April 2017

Name of Cabinet Member:

Cabinet Member for Community Development – Councillor L Bigham

Director Approving Submission of the report:

Deputy Chief Executive (Place)

Ward(s) affected:

All

Title:

Culture Coventry Trust - Financial Performance and Support Arrangements

Is this a key decision?

Yes, as it has the potential to affect all wards within the City and could have financial impact in excess of £1m

Executive Summary:

The UK's cultural sector has seen a reported reduction in budgets by over £1bn since 2010. This reduction has created significant pressures within the sector, with the reported closure of over 45 museums across this period. Nationally, cultural organisations are actively increasing their commercial activities whilst reviewing and restructuring their medium term financial strategies in order to meet these ongoing challenges.

Culture Coventry Trust ('The Trust') contacted the Council in November 2016 seeking financial assistance regarding its forecast deficit financial positions for 2016/17 and 2017/18 onwards. Financial pressures over the last 2-3 years – including through the period of extension and development of the Coventry Transport Museum and restoration of the Old Grammar School – mean that the Trust was required to utilise its cash reserves and therefore now needs assistance whilst it establishes and implements its plans for the future.

The Trust is seeking to establish a robust Medium Term Business Plan, but in order to do that, it currently requires financial support from the Council in the form of cash flow loans and deferral of the repayment of other monies owed.

Recommendations:

Cabinet is asked to:

- (1) Approve the deferral of monies owed by the Trust to the City Council in respect of the Transport Museum extension project, until April 2018
- (2) Endorse the cost reduction measures proposed by the Trust, subject to on-going monitoring by City Council Officers
- (3) Approve the funding by the Council of the one off redundancy costs of the Trust's management restructure through the provision of additional one-off grant funding
- (4) Approve in principle (subject to scrutiny by Council Officers) the provision of a loan(s) from the Council to the Trust to be repaid at a commercial rate for the following:
 - to enable the Trust to pay their next three years West Midlands Pension Fund contribution in advance;
 - for drawdown during 2017/18 financial year to enable the Trust undertake cost reduction and income generation initiatives to achieve a sustainable financial position
- (5) Subject to approval of recommendation (4) above, approve as required, the issue of a letter of comfort to the Trust confirming that the Council will provide financial assistance during 2017/18 to enable it to carry out its cost reduction and income generation initiatives to achieve a sustainable financial position
- (6) Delegate authority to the Deputy Chief Executive (Place) and the Council's Section 151 Officer to undertake the financial due diligence, negotiate and finalise the detailed terms of the loan arrangement and if satisfied as to their terms (and such other matters as deemed relevant) effect the completion of the appropriate loan agreement

List of Appendices included:

None

Other useful background papers:

None

Has it been or will it be considered by Scrutiny?

No

Has it been or will it be considered by any other Council Committee, Advisory Panel or other body?

No

Will this report go to Council?

No

Report title: **Culture Coventry Trust - Financial Performance and Support arrangements**

1. Context (or background)

- 1.1. The UK's cultural sector has seen a reported reduction in budgets by over £1bn since 2010. This reduction has created significant pressures within the sector, with the reported closure of over 45 museums across this period. Nationally, cultural organisations are actively increasing their commercial activities whilst reviewing and restructuring their medium term financial strategies in order to meet these ongoing challenges.
- 1.2. Culture Coventry Trust contacted the Council in November 2016 seeking financial assistance regarding its forecast deficit financial position for 16/17. Additionally, following the completion of the Coventry Transport Museum (CTM) extension project, restoration of the Old Grammar School and the finalisation of all grant claims, the Trust still owes the Council monies in the form of cash flow loan for the development. The Trust consider their in-year deficit to be primarily as a result of lower than anticipated visitor numbers through the development period and in the time following the completion of the development, whilst the audience base has still been extending.
- 1.3. The Trust have additional liabilities which will take effect from 2017/18. This broadly consists of additional pension fund contributions and additional storage costs as a result of the need to vacate their Sandy Lane storage facilities and move to new premises.
- 1.4. Following the merger of the cultural trusts (Coventry Heritage and Arts Trust and Coventry Transport Museum), and a couple of difficult years – including through the period of extension and development of the Coventry Transport Museum and restoration of the Old Grammar School – the Trust was required to utilise its cash reserves, the result of which is the inability currently to resolve their in-year and ongoing deficits without assistance. Reserves are integral to any organisation's successful business plan to ensure short term financial problems can be managed, so need to be reinstated as soon as they can be afforded.
- 1.5. A savings target of £0.5m from current levels of Council grant support was approved by Council Members in February 2015 to take effect from April 2017. This target was assumed to be achievable from a combination of cost reductions and income generation to be implemented from April 2017. Together with their predicted deficit, the Trust therefore needs to identify significant savings and/or additional income in order to be able to sustain the current levels of service.
- 1.6. The Trust requires a Medium Term Business Plan which needs to address all of these issues, however, it is not in a position to achieve this without financial assistance.
- 1.7. In order to help address their 2016/17 financial difficulties, the Trust have implemented a series of cost saving initiatives and has looked to identify potential income growth. Given the relatively short period of time to take management action before the end of March 2017, there were no further actions available to the Trust that would have benefitted their 2016/17 revenue position.
- 1.8. The Trust are not in a position to repay monies loaned to it by the Council in the form of a cash flow facility during the time of extension and development of the Coventry Transport Museum and restoration of the Old Grammar School. This loan facility enabled the Trust to operate whilst waiting for large ERDF and HLF Grant payments to be received.

- 1.9. The Trust are not insolvent as their cash position is still in credit. However this takes account of both deferred spend, and grant monies paid to the Trust against which future payments are committed. A positive cash position has been maintained for the remainder of 16/17, and the Trust will be able to honour immediate operational costs such as salaries, however that cannot be sustained throughout 2017/18 without financial assistance.
- 1.10. Section 2 below considers options available to both the Trust and the Council to contribute to resolving the Trusts financial difficulties

2. Options considered and recommended proposal

- 2.1. Working with Council Officers the Trust have started to consider a number of both short and medium term opportunities to mitigate the pressures faced. These options and their associated implications are discussed below:

2.2. Short Term Opportunities

- 2.2.1 Management Restructure Savings – The Trust have begun consultation on a review of their senior management structure. This will involve the deletion of senior posts and once implemented, will generate significant full year savings. The effective implementation date is June 2017, which for 2017/18 will generate a part-year saving, off set by redundancy and pension strain costs. The Trust have sought assistance from the Council to fund this liability.

- 2.2.2 Pension payment in advance – The Trust have an option to pay the next three years pension liability up front in order to a) receive a discount on the cost and b) facilitate the re-profiling of the pension cost against revenue, with lower amounts in 2017/18 and 2018/19, and a higher compensating cost in 2019/20. This arrangement would buy the Trust time to put other arrangements in place by 2019/20. However, as previously stated, the Trust does not have the finances to enable them to make the advance payment without assistance, so this arrangement would require a commercial loan from the Council, repayable over the 3 year period.

2.3. Medium Term Opportunities

- 2.3.1 Staffing Costs - The Trusts largest cost like most organisations is the cost of employing staff and the on costs that go with that. The Trust have committed to reviewing these costs to determine what alternative options and organisation benefits exist. This is however unlikely to yield any short term financial benefit.

- 2.3.2 Income Generation Opportunities – The Trust already generate income from sales and entry to certain events. The Trust are further considering how they may commercialise their offer more effectively, particularly to benefit from the potential increased profile, opportunities and wider impacts of Coventry bidding for the UK City of Culture 2021 title.

2.4. Option 1 – Reject the request from the Trust for Financial Support (Not recommended)

- 2.5. This option is not recommended as the Trust would not be able to carry out the obligations of its Grant agreement or continue to deliver services to the public. The likelihood of this option is that during 2017/18, the Trust would become insolvent, despite any savings plans they have. The ultimate impact of this option would require the Council to step in to ensure services could be maintained.

2.6. Option 2 - Endorse the Trusts short and medium terms actions and approve their request for financial support (Recommended)

2.7. Whilst not ideal, this option is considered the most favourable as it gives a greater chance of a financially sustainable service, and continuation of the service provided to the public. The importance of this continuity is evident through the aspirations of the Coventry Cultural Strategy and the city's bid for the title of UK City of Culture 2021.

3. Results of consultation undertaken

3.1 The Trust have consulted their Board on the proposals within this document and are in support of them in order to enable them to sustain provision, continue to trade and remain solvent.

3.2 The Trust's auditors have been consulted on the short term arrangements regarding the pension fund discount and re-profiling of pension fund liability and are in support of these provisions.

3.3 The £0.5m MTFS saving was approved by Members following consultation on budget initiatives in the 2015/16 budget setting process

4. Timetable for implementing this decision

4.1 The Trust need to identify savings or generate income urgently to prevent further losses and to assist them to work towards a sustainable Medium Term Business Plan. Any delay would be likely to result in them becoming insolvent during 2017/18, which would be in breach of their Grant Aid Agreement, and means the Trust would be unable to sustain delivery of current services.

5. Comments from Director of Finance and Corporate Services

5.1 Financial implications

In February 2015, the Council approved as part of its MTFS to reduce the level of grant it pays to the Trust with effect from 1 April 2017 by £0.5m. This together with the Trust's current projected financial deficit position for 2017/18, and the need to reinstate some reserves, will require the Trust to restructure its finances to ensure they have a sustainable short to medium term plan.

The cost reductions and pension arrangements as described in section 2.2 of the report will mitigate a proportion of this pressure in 2017/18 and 2018/19, as would the deferral of the cash flow loan repayment.

The combined result of all proposals still leaves a significant cumulative pressure at the end of the next financial year (2017/18) which the Trust need to address, to enable them to operate from 2018/19 on a positive basis.

In order to achieve this, the Trust would require support with their short term cash position to ensure they continue to trade solvently. This could be achieved by way of a commercial short term cash flow (overdraft) facility from the Council which they could draw down on at the point required.

Additionally, the Council may be required to provide a letter of comfort to the Trust's auditors for their 2016/17 and 2017/18 accounts to demonstrate that the Council is willing to cashflow the Trust until such time as it can operate independently.

In all cases of support, it is expected that the Trust would repay all of the loaned monies over time, on a commercial basis, to ensure state aid compliance.

5.2 Legal implications

5.2.1 There are various statutory powers available to the Council when considering to make a grant and/or investment, they are:

- The Council has a specific power to invest under Section 12 of the Local Government Act 2003; and
- The Council also has a general power to make investments/and or a grant under the powers of general competence contained in Section 1 of the Localism Act 2011.

5.2.2 The loan and grant proposals contained in this report satisfies the purposes of the Localism Act 2011.

5.3 State Aid risk

5.3.1 Article 107 (1) of the Treaty on the Functioning of the European Union ("**Treaty**") states: *"...any aid granted by a Member State or through State resources in any form whatsoever which distorts or threatens to distort competition by favouring certain undertakings or the production of certain goods shall, in so far as it affects trade between Member States, be incompatible with the internal market."*

5.3.2 The Treaty does not define in any more detail what constitutes state aid. However, the term has been interpreted to include the provision of grants, loans on favourable terms, the transfer of assets at less than the market rate, and tax advantages. Not all state aid is unlawful, and it is possible to justify some types of financial assistance under pre - approved mechanisms.

5.3.3 It is possible that a third party (and/or European Commission) who has not received state aid could bring legal proceedings in the UK courts for damages. Such a claim could, for example, be brought by a competitor who feels it has suffered loss because it has not been given aid.

5.3.4 A recipient can be ordered to repay all aid received over a ten-year period if the European Commission finds it has been provided unlawfully. It is no defence that repayment may force the recipient into insolvency.

5.3.5 Market Economy Investor Principle ("MEIP") can provide an appropriate mechanism to potentially justify aid to any third party following the Council's loan. A Loan does not automatically constitute state aid if the Council carries out prior due diligence that demonstrates that investments are likely to generate sufficiently high returns and that a private prudent investor would have made the same investment. (i.e the Council can invest in the proposal in return for an appropriate commercial return which would satisfy the expectations of a private prudent investor).

5.3.6 The risk of state aid is not dependent upon whether the financial return is actually ever achieved by the Council, as whether state aid exists or not is assessed at the time of the funding advanced, but there must be a realistic prospect of the financial return being achieved by the Council.

5.3.7 Accordingly the Council will be inserting relevant provisions within the loan documents and undertaking a detailed state aid analysis in order to mitigate the risk of a state aid challenge.

6. Other implications

6.1 How will this contribute to achievement of the Council's key objectives / corporate priorities (corporate plan/scorecard) / organisational blueprint / Local Area Agreement (or Coventry Sustainable Community Strategy)?

The recommended proposal will contribute to the Council's core aims of:

- ***Making the most of our assets*** – The services provided by the Trust directly support access for residents and visitors to the city to the Council's collections and the broad range of cultural assets interpreted and exhibited through the work of the Coventry Transport Museum, Herbert Art Gallery and Museum, Lunt Roman Fort and Old Grammar School. Many of these cultural buildings have seen significant capital investment, and sustaining public access to the Council's collections is central to the aspirations of the city's new cultural strategy.
- ***Improving educational outcomes*** - Coventry has a strong cultural education offer within the city, provided not only by schools and education services but also through universities, colleges and arts business. The Trust has an established role to play in creating, connecting and signposting cultural, education sector and community opportunities. The museums and services provided through the Trust promotes opportunities for all generations to learn from and develop through experiences of culture and the arts in the city.
- ***Healthier, independent lives*** – Cultural assets and services play a vital role in addressing social challenges, reducing isolation and improving outcomes for individuals and communities (Local Government Association). A review of medical literature undertaken in 2004 cited nearly 400 papers showing the beneficial impact of the arts on a wide range of health outcomes (Staricoff, 2004), whilst also contributing more generally to physical and mental wellbeing.
- ***Ensuring that children and young people achieve and make a positive contribution*** – The Warwick Commission on the Future of Cultural Value (2015) noted that “the extraordinary cultural and creative talents that we share contribute to the well-being of our society, our economic success, our national identity and to the UK's global influence.” The Commission noted that not enough was being done to realise the creative potential of individuals, despite the workforce in this sector growing over four-times faster than the UK's workforce as a whole. Through its volunteer and workforce capacity, the Trust has an established role in generating and supporting opportunities within the local cultural sector and economy.
- ***Developing a more equal city with cohesive communities and neighbourhoods and supporting active communities and empowered citizens*** – Coventry's diverse population is acknowledged as one of Coventry's cultural strengths. Through arts and cultural activity, the heritage, cultures, abilities and participation of all the city's diverse communities can encouraged in the cultural life of the city. The Trust has a key role to play in connecting to a broad and diverse audience and participant base in the city.
- ***Raising the profile of Coventry through promoting Coventry as a visitor destination and centre*** - Goal 5 (Economic growth) of the Coventry Cultural Strategy identifies Coventry as a culturally vibrant, attractive and prosperous city and sets the ambition that as a cultural city we work to enrich the lives and environment for all residents. The strategy aims to address the need of the city to improve the way it promotes itself as a major tourist destination for the West Midlands and as a result, through a better articulated tourism offer, successfully attract more visitors increase

spend and secure and sustain new businesses and investment. As a large cultural organisation in the city and the managers of key cultural assets, the Trust has a central role to play in the city achieving this goal.

6.2 How is risk being managed?

Council Officers will monitor the Trust to ensure that it is delivering against both its regular annual Key Performance Indicators and also implementing and investigating the various initiatives described in this report. Relevant Cabinet Members will be kept informed of progress.

6.3 What is the impact on the organisation?

The Council is a founding partner in Coventry's bid to be UK City of Culture 2021. The Trust plays a central role in the cultural life of the city through the management of key cultural assets and buildings. .

6.4 Equalities / EIA

An Equality and Consultation Analysis has been undertaken in relation to the Coventry Cultural Strategy 2017-27. As the proposal is to support and facilitate the sustainability of the Trust's current activities and reach, no negative impact on protected groups or concerning the three aims of general duty is anticipated.

6.5 Implications for (or impact on) the environment

This proposal is not expected to have any environmental impact.

6.6 Implications for partner organisations?

The Coventry Cultural Strategy 2017- 2027 is a document developed through consultation with a range of stakeholders and proposes a partnership approach to delivering the strategy.

Culture Coventry is a large cultural agency in the city, managing key assets. The Trust is a Major Partner Museum receiving regular funding from Arts Council England and is the lead agency for the Cultural Destinations funded programme for the city. The securing of a sustainable business plan for the Trust will, in the medium to longer term, make it less vulnerable to fluctuations in its business and less reliant on public funding. It will further have a positive impact for national and local partner organisations as they plan for future collaborations, exhibitions and performances across the range of work of the Trust.

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Contributors:				
David Cockroft	Assistant Director, City Centre and Development Services	Place	27/3/17	27/3/17
Lara Knight	Governance Services Co-ordinator	Place	27/3/17	27/3/17
Names of approvers for submission: (officers and Members)				
Barry Hastie	Director of Finance and Corporate Services	Place	28/3/17	28/3/17
Oluremi Aremu	Major Projects Lead Lawyer, Legal Services	Place	13/3/17	21/3/17
Martin Yardley	Deputy Chief Executive (Place)	Place	29/3/17	29/3/17
Councillor L Bigham	Cabinet Member for Community Development	-	27/3/17	27/3/17

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Cabinet

11th April 2017

Name of Cabinet Member:

Cabinet Member for Policy and Leadership – Councillor G Duggins

Director approving submission of the report:

Deputy Chief Executive (Place)

Ward(s) affected:

N/A

Title:

Outstanding Issues

Is this a key decision?

No

Executive summary:

This report is to identify those issues on which further reports have been requested or are outstanding so that Members are aware of them and can monitor their progress.

Recommendations:

The Cabinet are recommended to consider the list of outstanding items as set out below, and to ask the Member of the Management Board concerned to explain the current position on those which should have been discharged at this meeting or an earlier meeting.

List of Appendices included:

Table of outstanding issues

Other useful background papers:

None

Has it or will it be considered by scrutiny?

N/A

Has it, or will it be considered by any other council committee, advisory panel or other body?

No

Will this report go to Council?

No

**Report title:
Outstanding Issues**

1. Context (or background)

- 1.1 In May 2004, the City Council adopted an Outstanding Minutes system, linked to the Forward Plan, to ensure that follow-up reports can be monitored and reported to Members.
- 1.2 The Table appended to the report outlines items where a report back has been requested to a future Cabinet meeting, along with the anticipated date for further consideration of the issue.
- 1.3 Where a request has been made to delay the consideration of the report back, the proposed revised date is identified, along with the reason for the request.

2. Options considered and recommended proposal

- 2.1 N/A

3. Results of consultation undertaken

- 3.1 N/A

4. Timetable for implementing this decision

- 4.1 N/A

5. Comments from Executive Director of Resources

- 5.1 Financial implications

N/A

- 5.2 Legal implications

N/A

6. Other implications

- 6.1 **How will this contribute to achievement of the council's key objectives / corporate priorities (corporate plan/scorecard) / organisational blueprint / Coventry Sustainable Communities Strategy?**

N/A

- 6.2 **How is risk being managed?**

This report will be considered and monitored at each meeting of the Cabinet

- 6.3 **What is the impact on the organisation?**

N/A

6.4 Equalities / EIA

N/A

6.5 Implications for (or impact on) the environment

N/A

6.6 Implications for partner organisations?

N/A

Report author(s):

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Contributor/approver name	Title	Directorate or organisation	Date doc sent out	Date response received or approved
Contributors:				
Names of approvers: (officers and Members)				

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	Subject	Minute Reference and Date Originally Considered	Date For Further Consideration	Responsible Officer	Proposed Amendment to Date For Consideration	Reason for Request To Delay Submission Of Report
1.	Coventry Station Masterplan Update Report on proposed constructor contract appointments	Minute 101/16 24 th January 2017	To be confirmed	Deputy Chief Executive (Place) Colin Knight		
2.	Friargate Update Report Further report on Council buildings to be retained, investment to maintain them in use for operational purposes and any other mitigation measures.	Minute 105/16 24 th January 2017	To be confirmed	Deputy Chief Executive (Place) David Cockroft		

* identifies items where a report is on the agenda for your meeting.

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