

Cabinet**Thursday, 14 December 2017, County Hall, Worcester,
10.00 am****Present:****Minutes**

Mr S E Geraghty (Chairman), Mr A T Amos,
Mr A I Hardman, Mr M J Hart, Mrs L C Hodgson,
Ms K J May, Mr A P Miller, Dr K A Pollock,
Mr A C Roberts and Mr J H Smith

Also attended:

Mr M E Jenkins, Mr P M McDonald, Mrs M A Rayner and
Mrs E B Tucker

Available Papers

The members had before them:

- A. The Agenda Papers (previously circulated);
- B. The Minutes of the Meeting held on 2 November 2017 (previously circulated).

(A copy of document A will be attached to the signed Minutes).

**1818 Apologies and
Declarations of
Interest
(Agenda item 1)**

A declaration of interest was made by Mr M J Hart in that his partner worked for a Worcestershire school.

**1819 Public
Participation
(Agenda item 2)**

None.

**1820 Confirmation of
the Minutes of
the previous
meeting
(Agenda item 3)**

RESOLVED: that the Minutes of the meeting held on 2 November 2017 be confirmed as a correct record and signed by the Chairman.

**1821 2018-19 Draft
Budget and
Council Tax
(Agenda item 4)**

The Cabinet considered the 2018-19 draft Budget and Council Tax for consultation including proposals for a number of savings as well as plans for investment in Children's Social Care. The details were set out in the report.

In the ensuing discussion, the following main points were made:

- The Leader (also Cabinet Member for Finance) introduced the report. This was the start of the budget setting process. Following the proposed consultation the final budget would be brought back to Cabinet and Council in February 2018. The aim was to set a balanced budget. It was a demand led budget with two thirds being allocated to children's and adults services, which were demand led services
- It was proposed to utilise the opportunity for the full 3% increase for adult services as a ring-fenced precept. There would also be a 1.94% increase to deliver outcomes in line with the Corporate Plan
- The budget was within £1million of balancing but there was confidence that the gap would be closed without further affecting services
- This had been a hard budget to put together due to the current financial situation and a considerable amount of effort would be required to deliver it during the next year. The reform programme needed to continue and the Local Government Finance Settlement was still awaited
- The additional £3million for adult services was welcomed as demand for services was increasing due to demographic pressures as well as an increasing number of people who were no longer able to fund their own care. By vigorously supporting adult social care services the acute sector was also being helped. An additional cost was the Deprivation of Liberty Standards which was an unfunded pressure
- Cabinet Members felt it was a good news budget. There was a long list of projects being funded which would benefit communities such as improvements to roads and footways, flood alleviation, libraries (the top library service in the country for numbers of visits) and children's placements and safeguarding
- Cabinet Members wished to thank staff for the efficient and effective way they were producing the detail of the draft budget and their dedication to their work, as demonstrated by highways staff in clearing the roads during the recent snow and Children Families and Communities staff working to improve Services for children
- A Member from outside the Cabinet expressed concern that there was a financial planning gap of £32 million, with a further cutback of £27million next year; whilst at the same time people were being asked to accept a council tax increase of

almost 5% while seeing a cut in services. He wished to know what would happen once the reserves were used up and felt that this budget would not benefit people in the future as austerity would continue

- The Leader commented that there were positives in the budget with lots of investment in areas which were important to local people; it was not just balancing budgets. Worcestershire had to live within its means and worked to mitigate the effects of limited income. It should also be noted that Worcestershire had one of the fastest growing economies in the country.

RESOLVED: that

- a) **the draft budget set out at Appendix 2 to the report which includes a proposed Transformation and Reforms programme set out in Appendix 3 to the report be approved for consultation;**
- b) **the plan to address a forecast remaining savings requirement of £1 million as a result of updating the Medium Term Financial Plan (MTFP) be endorsed;**
- c) **an investment of £10.5 million for Children's Social Care be endorsed;**
- d) **the Director of Economy and Infrastructure, in consultation with the Leader of the Council and the Chief Financial Officer, be delegated authority to manage individual allocations of the Highways Infrastructure Investment Fund within the overall investment sum of £37.5 million; and**
- e) **the Cabinet agrees that it is minded to recommend to Council in February 2018 an increase in Council Tax Precept by 4.94% in relation to two parts:**
 - **1.94% to provide financial support for the delivery of outcomes in line with the Corporate Plan 'Shaping Worcestershire's Future' and the priorities identified by the public and business community**
 - **3% Adult Social Care Precept ring-**

1822 Future Provision of Overnight Unit-Based Short Breaks for Children with Disabilities (Agenda item 5)

fenced for Adult Social Care services in order to contribute to existing cost pressures due to Worcestershire's ageing population.

The Cabinet considered proposals for consultation on the redesign of the delivery of overnight unit-based short breaks provision for children with disabilities. The details were set out in the report.

In the ensuing discussion, the following main points were made:

- The Cabinet Member for Children and Families wished to launch the consultation. He provided a thumbnail sketch of the units, and noted the loss of the Public Health ring fenced grant. He pointed out that although it was a legal requirement it also made sense to provide respite to help families to avoid breakdown
- The County Council had a duty to provide suitable facilities and this review of overnight unit-based short breaks would be county-wide and would look at whether the units would fall under Ofsted for inspection and whether they were cost-effective. The public ring-fenced funding would be removed next March
- The proposal was to consider the needs of the families; cease provision at Ludlow Road, increase provision at Providence Road and review provision at Osbourne court to maximise its use
- Unit-based provision would continue in order to meet needs but the intention was to provide it in a more efficient and cost effective way
- Cabinet Members supported the report and commended the work done at the short breaks units, and wished to ensure that any changes were carried out in a sensitive manner. It was noted that this was only the consultation phase.

RESOLVED: that

- (a) the information relating to short breaks provision for children with disabilities contained in the report be noted;**
- (b) the consultation with families, professionals and wider stakeholders on the proposal to redesign the delivery of overnight unit-based provision as outlined in paragraph 19 of the report be approved; and**

1823 Fair Funding Consultation Outcomes for 2018-19 and 2019-20 - National and Local Changes to the Funding Arrangements for Schools (Agenda item 6)

- (c) **the final decision on the future provision of unit-based overnight provision be delegated to the Cabinet Member with Responsibility for Children and Families, to be implemented by the Director of Children, Families and Communities.**

The Cabinet considered its response to the Fair Funding consultation for 2018-19 and 2019-20 and the local schools funding formula for Worcestershire Mainstream Schools for 2018-19 and 2019-20. The details were set out in the report.

In the ensuing discussion, the following main points were made:

- The Cabinet Member for Education and Skills introduced the report and confirmed that all 226 mainstream Schools in Worcestershire had been consulted. The Worcestershire education system was very diverse with two and three tiers and transfers at different ages. The diverse system made it difficult to have one formula that would suit all schools but Worcestershire had always felt it best to have a local formula. The Government had finally agreed to implement a national funding formula, although as the primary legislation was not in place for a national formula the formula would still be a Worcestershire one, but using national formula figures. The final figures were not yet known but should be available before Christmas
- Indicative figures suggest there would be around £7million additional funding for schools next year with a further £4million being made available in 2019/20 which overall was good news for schools
- 42% of schools responded to the consultation; there was a range of responses. A third of primary schools and all secondary schools supported option 2. The majority view of Schools Forum Members also supported option 2 and that would be put forward as the preferred option for Worcestershire
- Whichever option was taken up there would be a funding increase of at least 0.5% per pupil
- Cabinet members acknowledged that schools funding was a complicated issue but they supported a national formula, especially as there was a minimum funding guarantee. However, the fight would continue for improved funding for

Worcestershire

- Cabinet supported small rural schools which were important to the community and if they closed the cost of school transport would be greatly increased
- A member from outside the Cabinet wished for more details on the effect a funding formula would have on small schools and wondered if there was a way for small schools to use the money which was not being used to transport pupils to larger schools
- The Cabinet Member for Adult Services cautioned that local fixes should not be used to try to fix a funding formula. A national funding formula should be implemented across the board
- Overall funding was increasing which was a win for Worcestershire and option 2 would provide the most benefit. Lobbying for fairer funding would continue.

RESOLVED: that

- (a) Cabinet had regard to the consultation undertaken between 17 October and 24 November 2017;**
- (b) the consultation feedback in Appendices 2, 3, 4 and 5 to the report be noted;**
- (c) the involvement of the Worcestershire Schools Forum members and schools during the consultation be noted;**
- (d) the views of the Worcestershire Schools Forum on the Local Schools Funding Formula issues for 2018-19 and 2019-20 and other matters which are outlined in Appendix 6 to the report be noted;**
- (e) approval be given for the Local Schools Funding Formula for Worcestershire mainstream schools from April 2018 to apply for 2018-19 and 2019-20 to be consultation Option 2 based as far as is practicable and affordable upon the National Funding Formula parameters and other matters as detailed in paragraphs 32 to 42 of the report be approved having regard to the consultation feedback from schools detailed in Appendix 3, 4 and 5 to the report and views of the Worcestershire Schools Forum in Appendix 6 to the report;**

**1824 Churchfields
Urban Village
Highway
Infrastructure
Project
(Agenda item 7)**

and

- (f) **the Director of Children, Families and Communities be authorised, in consultation with the Cabinet Member with Responsibility for Education and Skills, to make the required submission to the national executive body, the Education and Skills Funding Agency, by 19 January 2018 for the approved Local Schools Funding Formula for 2018-19 taking account of any impact and change on the approved units of resource, Minimum Funding Guarantee and capping arrangements in paragraph 34 of the report as a consequence of the October 2017 census and other 2017 data changes and the final 2018-19 Dedicated School Grant and similarly for 2019-20 when the timescales are known.**

The Cabinet considered the implementation of the Churchfields Urban Village Highway Infrastructure Project, Kidderminster. The details were set out in the report.

In the ensuing discussion, the following main points were made.

- The Cabinet Member for Economy and Infrastructure explained that the funding for Churchfields Urban Village Highway was not yet in place but no funding commitment was required from the County Council. The project would help to deliver 275 new homes through Homes England
- The benefits of the scheme included the one way system at Blackwell Street which would help to improve air quality and there would be a new pedestrian and cycle crossing points
- The project was a good example of two tier working and supported the economic regeneration of a brown field site
- The Cabinet Member for Education and Skills declared that he sat on WFDC Planning Committee and would keep an open mind on the planning issues
- A local Member from outside the Cabinet commented that she supported the project if it helped air quality and applauded a scheme which would enhance the area but was concerned about how the planners would manage the flow of traffic.

RESOLVED: that

- (a) the implementation of Churchfields Urban Village Highway Infrastructure ("Churchfields") Project be approved in accordance with the report and as shown in the plan (Appendix A) attached to the report subject to the confirmation of planning permission and surety of funding;**
- (b) the submission of a planning application for Churchfields Urban Village Highway Infrastructure Project and applications for other relevant consents, including those relating to environment and utilities by the Council or by the relevant successful contractor as agent for the Council as Highway Authority be approved;**
- (c) the commencement of a public engagement and stakeholder management exercise by Wyre Forest District Council (WFDC) with support from Worcestershire County Council be supported;**
- (d) the acquisition of all the land required for the scheme, as shown on the red line plan attached to the report (Appendix B), be approved and authority delegated to the Director of Economy and Infrastructure, in consultation with the Cabinet Member with Responsibility for Economy and Infrastructure, to agree any necessary changes to the red line plan and land or rights to be acquired;**
- (e) authority be delegated to the Director of Economy and Infrastructure, in consultation with Cabinet Member with Responsibility for Economy and Infrastructure, to finalise and to award the contract and other necessary agreements for the delivery of the scheme, subject to funding being secured;**
- (f) the planned funding sources for the scheme be noted and the work required to secure the funding supported noting that no funding is required from Worcestershire County Council;**
- (g) the addition of £5.7M to the Capital Programme be recommended to Council with**

1825 Transport Hierarchy - Notice of Motion from Council 9 November 2017 (Agenda item 8)

£1.3M being provisionally secured through Worcestershire Local Enterprise Partnership (LEP) and developer contribution, with the balance to be secured by Wyre Forest District Council through additional Greater Birmingham and Solihull LEP funding and/or Housing Infrastructure funding, for the purpose of completing the Churchfields scheme; and

- (h) the engagement with developer KPI and its tenant CMS to look at relocation options before demolition of the building at the end of the lease be supported.**

The Cabinet considered a Notice of Motion referred to it by Council on 9 November 2017 urging the Council to invest in improvements to walking and cycling. The details were set out in the report.

In the ensuing discussion, the following main points were made:

- The proposer of the Notice of Motion confirmed how important it was to prioritise walking and cycling. Walking and cycling were getting more funding than occurred in the past but that was just as a proportion of higher spending on highways in general and there was a concern whether it would continue. An increase in spending to £10 per head per year on walking and cycling would bring a speedy return on investment and huge economic, social and health benefits. The Economy and Environment Scrutiny Panel were also calling for increased spending on cycling. The £10 should be a base line rather than an aim
- The seconder of the motion highlighted that the LTP4 stated that the needs of pedestrians should be considered first, cyclists second and then public transport and other vehicles. The current £6million spend was a start but it was not the solution
- The Cabinet Member for Highways responded that the Council was fully aware of the benefits of walking and had shown its commitment by doubling the spend in that area in the last five years. Spend per head was now at almost £9 per head. He felt the motion had the arbitrary £10 figure and was working backwards to spend it regardless of future budget or demand. Engagement with the community had shown that

the top concern was congestion on the roads. Lots of schemes had been supported in the last few years which supported walking and cycling and the Council had nearly achieved its aim of having the quality of its pavements in the top quartile nationally

- The Cabinet Member for Economy and Infrastructure pointed out that he could not find evidence of where the Conservative Party had backed the £10 per head target as asserted in the notice of motion. He went on to acknowledge that although the roads had been well cleared there was an issue with icy pavements and hoped something could be done to allay householders' fears of being sued if they cleared pavements outside their houses. The Head of Legal and Democratic Services agreed to re-issue guidance to parish councils which was sent a few years ago stating the County Council's view that as long as people improved the situation and used common sense then they shouldn't be worried about being liable for any injuries. A request was made that this guidance also be sent to schools.
- Cabinet members were concerned about the safety of cycling and it was mentioned that cycle paths should be put in the right place, preferably away from roads
- The Cabinet Member for the Environment agreed that walking and cycling provided health benefits apart from when it was done in congested traffic
- The Leader pointed out that the Council supported all modes of transport and spend on walking and cycling had increased from £4 per head in 2013/14 to nearly £9 in 2017/18 and the right road and pavement schemes were supported in the budget.

RESOLVED: that

- (a) the Notice of Motion set out at paragraph 3 of the report be rejected but the importance of walking and cycling for transport and their value in improving health and well-being be acknowledged; and**
- (b) the commitment made to Active Corridors set out in the Local Transport Plan 4 (LTP4) be maintained and it be ensured that Local Planning Authorities make appropriate provision for Active Corridors through the Local Development Plan process.**

1826 Children's Social Care Services Alternative Delivery Model - Options Appraisal and Model Recommendation (Agenda item 9)

The Cabinet considered an options analysis into a range of alternative delivery models (ADMs) for children's social care and the selection of a model(s) to progress to full business case. The details were set out in the report.

In the ensuing discussion, the following main points were made:

- The Cabinet Member for Children and Families introduced the report, explaining that assessing the options for the ADM was a statutory direction. The process had started with 16 different models which had been assessed and there were now 2 for which full business cases would be prepared. The two models were a Wholly Owned Council Company and a Strategic Partnership with another Local Authority. Whichever model was chosen, the focus must be on what would produce the best result for children in Worcestershire and the full range of stakeholders would be consulted. It was important that the pace of progress was not slowed
- It was clarified that the business cases be completed and assessed so that implementation could progress from April 2018. It was recognised that that evaluation would bring a lot of work between now and the end of March 2018. The Overview and Scrutiny Board were thanked for their input
- Progress would be subject to Commissioner and ministerial approval but it was promising that the improvement process was progressing.

RESOLVED: that

- (a) the output of the options analysis into the range of alternative delivery models for children's social care developed in consultation with the Children's Services Commissioner be noted;**
- (b) the selection of the Wholly Owned Council Company and Strategic Partnership with another Local Authority as the outline recommended models to progress to full business case as described in paragraphs 21-24 to the report be approved, each proposed model being subject to the agreement of the Children's Services Commissioner and Secretary of State; and**

1827 Balanced Scorecard Performance and Corporate Risk Update (Agenda item 10)

- (c) **the full business cases of the models as set out in (b) above, in order to make a decision, subject to ministerial approval, around the Alternative Delivery Model form and implementation timescales, be received at the Cabinet's meeting on 29 March 2018.**

The Cabinet considered the Council's Balanced Scorecard report for Quarter Two 2017/18 and the latest refresh of the Corporate Risk Register. The details were set out in the report.

In the ensuing discussion, the following main points were made:

- The Cabinet Member for Transformation and Commissioning introduced the report and explained the Balanced Scorecard was a means of understanding progress against the Corporate Plan. 73 indicators were being monitored. Many areas were doing well e.g. fibre coverage, schools being judged to be good or outstanding, economic return on investment, employment and adult care services
- There were 9 red indicators, which included older people in care homes and adults with a learning disability in employment. Residents' satisfaction with the local area was red but the reduction was in line with national figures. The number of performance reviews completed was also red but had improved greatly from previous figures
- The risk register recorded risks to the achievements of corporate objectives. 160 risks had been identified in total, with 9 rated as high risk. The main risks were Children's social care and adult social care
- It was highlighted that there were many green indicators such as residents being satisfied with the condition of their roads and the driving home programme
- In some areas where there were concerns, the figures mirrored national trends such as with decreased satisfaction with where people live.
- The numbers of adults with learning disabilities in employment was red but it was a very ambitious target and Worcestershire was doing better than the national average; the number of adults in permanent care homes also had a very ambitious target so should be seen as a long term goal.

RESOLVED: that

- (a) the refresh of the Corporate Balanced Scorecard to reflect the new Corporate Plan be noted;**
- (b) the latest update of the Corporate Balanced Scorecard for Quarter Two 2017/18 be received, the 25 indicators rated as 'green' noted and the actions being taken to improve performance for the 5 indicators rated 'red' where there has been an update in Quarter Two 2017/18, considered; and**
- (c) the latest refresh of the Corporate Risk Register including actions to mitigate the two risk areas that are rated 'red' be noted.**

The meeting ended at 11.40am

Chairman