

Adult Social Care Workforce Provider Support Plan

To: Adults and Health Committee

Meeting Date: 5 October 2023

From: Patrick Warren-Higgs, Executive Director: Adults, Health and Commissioning

Electoral division(s): All

Key decision: No

Forward Plan ref: n/a

Outcome: The Committee will have noted the summary details and approved the next steps and commissioning approach of the Adult Social Care Provider Workforce Support Plan 2023 – 2028.

Recommendation: Adults and Health Committee are asked to:

- a) Approve the procurement of further skills interventions, up to the value of £845k, to support the ambitions in the Workforce Plan and to delegate the awarding and executing of contracts to the Executive Director of Adults, Health & Commissioning.
- b) Fully support the initiatives by Cambridgeshire County Council to support the workforce now, developing local initiatives to strengthen the workforce based on specific challenges faced by care professionals, providers, and individuals in the area. Committee are asked to note this report and approve the continued focus of the Adult Social Care Workforce Programme Board on the priorities identified.
- c) To delegate the approval of the branding of the Adult Social Care Provider Workforce Programme to the Executive Director of Adults, Health and Commissioning in consultation with the Committee Chair.

Officer contact:
Name: Donna Glover
Post: Service Director
Email: Donna.Glover@cambridgeshire.gov.uk

1. Background

1.1. Background of the programme:

- The council has a statutory responsibility to meet the needs of adults with care and support needs as defined by the Care Act 2014. This includes the need to make sure that there is a range of provision of high quality and appropriate services to choose from, and a workforce to deliver them. The council fulfils the majority of its responsibility by commissioning independent providers who offer care and support in residential settings and to residents in their own homes. In addition, payments are given directly to some individuals who purchase their own care and support.
- Achieving high quality provision and therefore good outcomes for people with care and support needs, requires a skilled and stable workforce to fulfil care and support roles. This poses a challenge as there are significant recruitment and retention issues in the workforce as well as patchy training and qualifications to support professional development. This is the case across Cambridgeshire as well as nationally. Evidence shows that lack of skills development opportunities has a significant impact on recruitment and retention.
- For context, the social care workforce is fragmented across multiple providers. Within Cambridgeshire there are 266 CQC regulated care providers in the community and residential sector, of which the council contract with 221. There are also 650 direct payment recipients who may employ their own personal assistants. Across all providers there are 16,000 posts including 1,100 managerial roles.
- In response to the challenges and in recognition of the opportunities for this workforce to deliver improved outcomes for Cambridgeshire residents, an adult social care provider workforce programme has been initiated which aims to promote in Cambridgeshire careers in care have reach and embed levers for improvement in skills, recruitment and retention across the multitude of settings where care is delivered.
- The programme was initiated jointly with Peterborough City council when there were joint leadership arrangements in place across adult social care. The first milestones aim to strengthen workforce skills. These will be delivered concurrently across the two councils but beyond that the programme will be delivered separately. Cambridgeshire proposes to proceed further with an ambitious programme that includes significant additional investment, drawing on the Market Sustainability and Improvement Fund (Workforce Fund), to go beyond the first milestones and deliver a strong, targeted skills intervention directly to the workforce that will support us deliver on our intentions. This additional investment is subject to committee approval.
- While there has been some central government commitment to supporting the social care workforce, initiatives are yet to be announced in detail and there are no timelines for implementation. Delivering this programme in Cambridgeshire now avoids further delay in improving recruitment, retention, and skills in the workforce. If national policies come to fruition, the council will be in a strong position to access government support

and use it to work with providers and individuals to shape the skills of the local workforce in a way that aligns with our ambitions and drives best outcomes for residents of Cambridgeshire.

1.2. Increasing demand for services:

- A key reason for strengthening the workforce is the expected need for it to increase in size and skills in the future, and be more flexible in how it meets need, based on population demographics, characteristics and trends.
- According to the State of Ageing 2022 report there are almost 11 million people aged 65 and over in England; this equates to 19% of the total population. In 10 years' time, this number will have increased to almost 13 million people or 22% of the population¹. In Cambridgeshire and Peterborough, the age group 65+ is estimated to increase by 48% from 199,190 to 294,801, of which 85+ by 110% from 28,980 to 60,858 between 2021-2041.
- As life expectancy increases, the numbers of people who will have social care and health support needs is predicted to increase². Based on predicted increase in demand in 2021 the Health Foundation predicted that up to 627,000 extra social care staff would be required, representing a 55% growth in the next ten years³.
- Skills for Care have similarly forecast that, nationally, if the workforce grows just proportionally to the projected number of people aged 65 and over in the population, the number of adult social care posts will need to increase by around 25% (445,000 posts) to around 2.23 million by 2035⁴. The increasing demand alongside the consistent recruitment and retention challenges require immediate local interventions to recruit and develop the workforce to meet the growing need.
- Although older people demographics are a large factor in the increasing demand for care, 50% of adult social care spend is on adults aged 18-64 with Learning Disabilities, Physical Disabilities and Mental Health issues. The number of 18-64 year olds with care needs is projected to grow significantly over the coming years. The proportion of younger adults reporting a disability across England increased from 14% in 2007/08 to 18% in 2017/18. When combined with population growth, the number rose by 35%. The number of people with severe learning disabilities is projected to increase by 34% between 2017 and 2027⁵. The number of learning-disabled younger adults in council funded residential care is predicted to rise by 56% between 2018-⁶.

1.3. State of the Adult Social Care Workforce in Cambridgeshire:

¹ [The-State-of-Ageing-2022-online.pdf \(ageing-better.org.uk\)](#)

² [United Kingdom: life expectancy 1765-2020 | Statista](#)

³ <https://www.health.org.uk/news-and-comment/news/over-a-million-more-health-and-care-staff-needed-in-the-next-decade>

⁴ [The size and structure of the adult social care sector and workforce in England \(skillsforcare.org.uk\)](#)

⁵ <https://www.health.org.uk/publications/reports/social-care-for-adults-aged-18-64>

⁶ [Projections of Adult Social Care Demand and Expenditure 2018 to 2038 \(lse.ac.uk\)](#)

- In total the Adult Social Care workforce is larger than the NHS workforce⁵ but is fundamentally different in its skills, employment status and recognition. It currently experiences a large turnover of staff, high vacancy rates and a weak baseline of skills which impacts negatively on the quality and consistency of some care provision. There is a need for long-term investment and support to recognise and value people working in social care, to develop their skills, offer career pathways and therefore attract and retain them within the workforce.
- Currently the workforce in Cambridgeshire is below the national average in terms of holding social care relevant qualifications. Skills for Care reported in 2022 that only 43% of the workforce in Cambridgeshire (excluding regulated professionals) had achieved or were working towards the care certificate compared to a 48% in England as a whole⁷, Moreover, only 45% of the workforce in Cambridgeshire (excluding regulated professionals) held a qualification relevant to social care, compared with 49% of the workforce in England. Of the 45% who held a social care relevant qualification, 1% held a level 1, 19% held a level 2, 15% held a level 3 and 10% held a level 4 and above.
- When looking at working conditions, in Cambridgeshire 21% of the workforce and 30% of care workers were employed on zero hours contracts according to Skills for Care in 2022. Skills for Care also reported the average hourly rate for care workers in the independent sector in Cambridgeshire was £9.68 compared to £10.03 nationally. The staff turnover rate in Cambridgeshire remains high and has been above 35%⁸ for the past five years in a row compared with 29% nationally⁹. Vacancy rates are also high at 9.8%¹⁰ compared with 10.7% nationally¹¹.
- In a survey of almost 9,000 adult social care settings in England, representing a response rate of 27% of all CQC registered care homes and 44% of CQC registered domiciliary providers, the main reported reason for staff shortages was that pay and working conditions in the sector could not compete with other sectors¹². 25.9% of respondents from care homes and 29.1% of respondents from domiciliary providers believed the main cause of staff leaving was better pay outside the care sector¹³. 13.4% of respondents from care homes and 11.5% of respondents from domiciliary providers reported that staff were leaving because of better hours and working conditions outside the care sector¹⁴. Pay and conditions remains a challenge for social care employers when competing with other sectors to retain workers.
- This programme aim is to support providers and PAs and develop the market to respond to this growth in need and workforce issues, or risk not being able meet our statutory responsibilities in the future.

⁷ [My local area \(skillsforcare.org.uk\)](https://www.skillsforcare.org.uk)

⁸ [My local area \(skillsforcare.org.uk\)](https://www.skillsforcare.org.uk)

⁹ [The state of the adult social care sector and workforce 2022 \(skillsforcare.org.uk\)](https://www.skillsforcare.org.uk)

¹⁰ [My local area \(skillsforcare.org.uk\)](https://www.skillsforcare.org.uk)

¹¹ [The state of the adult social care sector and workforce 2022 \(skillsforcare.org.uk\)](https://www.skillsforcare.org.uk)

¹² [Adult social care workforce survey: December 2021 report - GOV.UK \(www.gov.uk\)](https://www.gov.uk)

¹³ [Adult social care workforce survey: December 2021 report - GOV.UK \(www.gov.uk\)](https://www.gov.uk)

¹⁴ [Adult social care workforce survey: December 2021 report - GOV.UK \(www.gov.uk\)](https://www.gov.uk)

1.4. Case for change:

- Many providers and individuals struggle to recruit and retain staff with the right skills, and that this impacts on the quality of care they can offer. This is not unique to Cambridgeshire, and nationally the government have indicated their intention to implement some policies to begin to address the challenge. A proposed £500m investment in the social care workforce announced in 2021 as part of social care reform was subsequently reduced to £250m. That funding is yet to be distributed although 'recognising skills for careers in care' is still a key government ambition and an implementation plan has been developed. However, the majority of the plan is due to be delivered after the next general election which brings significant risk of further delay in addressing workforce challenges. This is a risk we want to mitigate.
- To achieve this, Cambridgeshire are delivering a plan to support the workforce now, developing local initiatives to strengthen the workforce based on specific challenges faced by care professionals, providers, and individuals in the area. This plan aims to strengthen the quality-of-care delivery in Cambridgeshire so that benefits can begin to be realised in the short to medium term. The council, care providers and care professionals will be in an improved position to access any new national funding and or skills interventions when they become available – and the council will be better placed to shape the skills of the workforce in line with its broader intentions.
- While the programme is largely focussed on the external care provider market, it also applies to a much smaller but equally valued workforce employed directly by the council in care giving roles. The council's People Strategy has been taken fully into account as the development of the programme intentions and activity have been developed.
- Based on research, further investigation and engagement with providers around the key issues, the workforce programme plan, with the following vision for the Adult Social Care workforce across Cambridgeshire has been developed, focused on individual care staff:

The social care workforce across Cambridgeshire feels able and supported to build a 'career in care' which will lead to better outcomes for the people we support.

2. Main Issues

- 2.1 Provider focus groups took place in April 2023 to explore the specific challenges facing providers. Feedback about the experience of personal assistants (PAs) was sought through the Self-Directed Support programme as these workers do not belong to an organisation. The table below summarises the top common themes arising from both national research and from local providers and PAs for both residential and homecare:

	Top common themes	How we propose to address these
1	Shortages of quality staff	To develop with providers a comprehensive marketing plan across the region and align with the Self Directed Support programme to explore support for PA recruitment.
2	Training & skills	To standardise delivery and assessment of the Care Certificate through recommended training providers To establish a support model for delivering and recording training e.g. portal which is accessible to all providers, members of the workforce, direct payment recipients and PAs.
3	Pay linked to funding	To work up options for local pay scales Collaborate with the Self Directed Support programme on pay rates linked to PA pay To develop and promote realistic 'Career Pathways'
4	Role expectations	To develop with providers a comprehensive marketing plan across the region
5	Wellbeing	To promote and support the development of a culture of wellbeing, amongst care sector leadership
6	Communication	The regional international recruitment programme, which we are linked into, is providing tools including cultural training and ESOL which will support international recruits with communication.

2.2 Along with shortages of staff one of the challenges raised is the skill levels of staff when they are recruited. There are no entry requirements to join the sector as a care worker or as a PA. The Care Certificate was launched in 2015 as a way to address this. It contains a set of standards that care workers new to the sector should receive training on and then have their competency to meet those standards assessed on the job. While the Care Certificate, if delivered in the way recommended by Skills for Care (the sector skills organisation) has the potential to establish a good baseline of skills in the workforce, the reality is that it does not as undertaking the certificate is neither mandatory nor accredited. This has resulted in:

- inconsistency in delivery and quality – often delivered by very short on-line learning;
- lack of portability when moving to another care provider, leading to repetition of training;
- challenges including time and cost commitments; and
- challenges in the use of agency staff and international recruits not being sufficiently trained.

This had led to a perception of social care being a low skilled role with little sense joining a valued profession. Providers and those who directly employ their own staff do not have confidence in the evidence they are able to provide about their skills and prior training.

2.3 Given the importance of this baseline of skills, for providers, PAs and to support the council's ambitions around delivery of high-quality care, this is the first priority of the programme. Other priorities identified by providers, PAs and national research will have detailed actions developed around them in the next stage of the programme. The council has already made progress around pay, one of the other identified top priorities, by its commitment to paying the real living wage.

- 2.4 Progress so far: In order to begin to address the priorities set out above, the programme has been split into three workstreams:
- Learning & Development
 - Recruitment & Retention
 - Career Pathways.
- 2.5 A high-level two-year initial action plan has been developed to implement the first initiatives. Skills within the Learning & Development workstream, has been prioritised as this emerged as the top issue.
- 2.6 Two members of staff have been recruited to develop a hybrid Care Certificate training offer for all carers and care providers, including assessment training and ongoing support. This is aimed at:
- improving the delivery, assessment and consistency of the Care Certificate
 - offering hybrid options at low cost to providers
 - working closely with commissioning to embed levers to embed good quality Care Certificate delivery
 - having oversight of a learner's journey
 - offering continued support and development to assessors who can assess the application of learnt skills 'on the job'
- 2.7 A process is in progress to procure a portal, estimated value of £120k/year (below committee approval threshold) for a 2 +2 contract, giving free access to all carers and care providers, to include:
- information on locally available training and a list of recommended training providers;
 - a mechanism for individuals and care providers to log training achieved;
 - incentives for individuals and care providers to participate in recommended training;
 - a mechanism for quality assuring the delivery and assessment of the Care Certificate that our contracted care providers are carrying out.
- 2.8 This approach is fairly unique across our region. We have incorporated learning from the limited number of other local authorities in the country who have successfully implemented some similar initiatives to improve the local skills offer for care staff, which includes Hertfordshire and Nottinghamshire.
- 2.9 The portal will provide an outward facing, coherent and comprehensive skills offer to the entire provider workforce. It will offer the potential for greater engagement with all providers of care, including personal assistants and provide a platform, moving forwards for the council to launch other skills initiatives.
- 2.10 Next steps**
- 2.11 In conjunction with the programme board and the communications team, we will be developing a unique brand name for the workforce programme, which promotes a professional, local recognition and values-based ethos and aims to promote across Cambridgeshire careers in care.

- 2.12 The portal and the new hybrid Care Certificate package is scheduled to be launched in November 2023. There will be a face-to-face event open to all providers. This will include keynote speakers across workforce development programmes, including Skills for Care to share information on the detail of what the portal will offer.
- 2.13 The launch will be promoted to all care providers across Cambridgeshire, and we are particularly working on reaching Personal Assistants who often work independently of an organisation.
- 2.14 Beyond this initial significant milestone aimed at securing the baseline of skills in the sector, we have ambitions to deliver targeted skills interventions to support progression within the workforce and develop skills to fulfil our ambitions around place-based delivery. We hope to align these interventions with the new contracting of local homecare which is anticipated in Autumn 2024
- 2.15 We propose to use a portion of the recently announced Market Sustainability and Improvement (MSIF) - Workforce Fund to achieve this.
- 2.16 These interventions will aim to strengthen skills in the workforce where we have identified gaps in the quality and quantity of provision and where there is most opportunity to positively impact outcomes. The areas identified are workforce skills to support those with the most complex needs and support for registered managers, and those aspiring to be registered managers, who are key to achieving improved quality of outcomes.
- 2.17 The use of a some of the MSIF – Workforce fund allocation for this purpose is taking an innovative approach to target skills interventions directly. In this way, the council is making a clear statement of the importance it places on the social care workforce and its intention to support it to become stronger, feel better valued and develop a real sense of being on a career journey in care in Cambridgeshire. This varies from more traditional uses of workforce funding, which has commonly has been passed out to providers but has not necessarily reached the front line workforce.
- 2.18 In the medium term, the council will seek to deliver its objectives by seeking to secure as many streams of funding as possible to fulfil identified skills needs in the workforce as the programme progresses to assess these further. Some of these sit outside of the council, for example within education in apprenticeship funding, or with Skills for Care who hold a budget provided to them by the Department of Health and Social Care to support skills in the sector. Both of these funding streams are currently underutilised in Cambridgeshire and we see the council's role as a providing leadership and coordination to ensure use of these and other funding streams is maximised. Planning ahead, it is also the Council's desire to advance this work, whether or not there are external funding sources, where a case for investment from the council should be considered.

3. Consultation

- 3.1 The programme is overseen by a board jointly chaired with the Cambridgeshire and Peterborough Combined Authority. Throughout the development of the programme there has been consultation and support from stakeholders across the health and social care system in Cambridgeshire, including:

- Independent Care Providers (through targeted focus groups)
- Skills for Care
- Healthwatch
- Adult Social Care Reform Board
- Cambridgeshire Skills
- Regional Integrated Social Care & Health Workforce Delivery Group (ICS)
- Council Commissioning & Contracts officers
- Adult's Learning & Development team in CCC
- Health and Social Care Academy (Integrated Care System led)
- International Recruitment East Programme

3.2 The range of stakeholders and joint chairing of the board by the Combined Authority reflects that addressing the skills of the care workforce is not an issue that sits solely with the council to address, as set out above, to lead to a position where the council carries only the burden of investment appropriate to its role within the wider system.

3.3 It is our medium-term ambition to deliver on the priorities of the programme jointly with the health system. The care workforce is one that straddles health and social care with many comparative roles, such as care worker and health care assistant. We have secured good engagement with health colleagues and work is underway to develop an understanding of how we can be better aligned to deliver across the entire workforce. We have cross pollination of our governance arrangements, health is a key member of our workforce programme board and, in turn, we are members of theirs. Outside of those formal governance settings, activity is taking place to identify synergies between our ambitions. This has been particularly productive so far in beginning to map career routes, for example opportunities for care workers to access nursing and nursing associate training. This work will continue and is a priority focus.

4. Alignment with corporate priorities

4.1 Environment and Sustainability

There are no significant implications for this priority.

4.2 Health and Care: This programme aligns with ambition 4 of the strategic outcomes framework: People enjoy healthy, safe, and independent lives through timely support that is most suited to their needs This programme will deliver improvements that will strengthen the workforce and hence increase the quality of care provided to Cambridgeshire residents.

The tables below show the KPIs that have been set for the programme:

Council Ambition	Qualitative KPI	Measure
Ambition 4: Health, Safe & Independent Lives - Drive up the quality and dignity of care work	Improved perception of care work as a desirable career	Carers survey at start and end of pilot period
	Improved confidence to cope with the role	Carers survey at start and end of pilot period

	Intention to stay in the sector for the next 5 years	Carers survey at start and end of pilot period
--	--	--

Programme Quantitative KPI	Baseline (Oct 22)	England average	Target in year 1
Staff turnover	39.9%	29%	reduce
Vacancy rate	9.8%	10.7%	reduce
Achieved or working towards Care Cert	43%	48%	increase

Workstream	Project	Quantitative KPI	Target	Qualitative KPI	Measure
Learning & Development	Care Certificate	Uptake of packages **	450 / year (year 1)	Learner satisfaction rate	Post course learner surveys
			900 / year (year 2)		
		% gold standard	50%	Improved competency level	Annual provider survey
	Care portal	% of providers signed up	50% over 2-year pilot	Improved training management	Annual provider survey
% of carers signed up		50% over 2-year pilot	Benefits package satisfaction	Annual carers survey via CA	

4.3 Places and Communities
There are no significant implications for this priority.

4.4 Children and Young People
There are no significant implications for this priority.

4.5 Transport
There are no significant implications for this priority.

5. Significant implications

5.1 Resource Implications

- A one-off funding grant of £451k was secured from Health Education England to initiate the programme and procure the **portal**. All costs are revenue rather than capital and within the total of the grant with a current projected underspend of 19%

which will be invested into extending the care certificate offer if not needed to cover other project costs. Beyond the two year pilot period there is an option for the council to exit the procured portal model and incur no further costs, or reduce activity to achieve a breakeven position. However, the preferred option based on current information would be to continue with provision of the portal funded by income from providers accessing the skills offer and/or other available skills funding from external sources or government grants, depending on availability.

- Resource to initiate the programme has been secured on a temporary or fixed term basis to mitigate risk of ongoing commitments beyond the term of the grant. There is a modest resource implication around two workers employed on a 2 year fixed term basis which may result in a redundancy liability of approximately £4200 at the end of the period, depending on circumstances at that point. The risk of this occurring is low and the amount payable is well within the projected project underspend.
- IT and data implications around the procurement of the portal have been addressed as part of the procurement process with advice sought from relevant council officers. There are no impacts on council IT systems as the portal will run on a system hosted separately to those used by the council. Data ownership has been addressed so that data is not lost at the end of the contract. The new Care Certificate will be delivered via a platform that the council learning and development team already use to serve internal staff. The landing page for external suppliers will be separate.
- Good practice examples have been researched as part of the development of the portal procurement and used as a baseline for developing the specification. Two other local authorities have a portal model and we have benchmarked costs against them to provide assurance of value for money.
- For the decision requested in this paper, separate funding of a number of projects totalling £845k between 2023-25 has been earmarked in the Market Sustainability and Improvement (MSIF) - Workforce Funding. This will be used to deliver a nuanced skills offer that goes beyond the Care Certificate in line with the council's ambitions. The nature of this procurement is yet to be fully scoped, but the grant needs to be allocated before the 24 May 2023. Given the timeline to allocate the grant, we plan to scope and begin procurement of the projects included in £845m package and update the committee at the next meeting. This would have no resource implications beyond the term of the grant and resource implications will be considered in the same way as the portal procurement as those skills interventions are procured.

5.2 Procurement/Contractual/Council Contract Procedure Rules Implications

The council's contract procedure rules have been fully complied with. Procurement officers have been consulted and collaborated on the tendering process for the portal funded by HEE monies, the same approach will be taken for the procurement of further skills interventions funded by the Market Sustainability and Improvement (MSIF) - Workforce Fund.

5.3 Statutory, Legal and Risk Implications

- There are no significant risks or legal implications arising from the proposed recommendations in this report. On governance relating to this decision, the local authority is required to provide a return to the Department of Health and Social Care setting plans to spend the Market Sustainability and Improvement (MSIF) - Workforce Fund in line with the grant. Advice around legal implications for the procurement of the portal has been taken from the council's legal service and acted upon. A similar approach will be taken with further procurement of skills interventions.
- There is a risk that by not investing in the skills of the provider workforce the council has reduced ability to meet its statutory duties under the Care Act as the market is insufficient in quantity and quality to meet demand.

5.4 Equality and Diversity Implications

- An Equality Impact Assessment has been carried out and approved for the portal procurement and training will be accessible to all. A similar assessment will be carried out for future procurement of skills interventions purchased using the Market Sustainability and Improvement (MSIF) - Workforce Fund grant.

5.5 Engagement and Communications Implications

- Communications and commissioning officers are engaged in planning to communicate effectively with the care provider market to promote the benefits of the programme. There is also a planned launch event to promote the online portal.

5.6 Localism and Local Member Involvement

- There are no significant implications within this category.

5.7 Public Health Implications

- There are no significant implications within this category.

5.8 Climate Change and Environment Implications on Priority Areas

- There are no significant implications within this category.

5.8.1 Implication 1: Energy efficient, low carbon buildings.

Status: Neutral, there are no new buildings associated with this offer

5.8.2 Implication 2: Low carbon transport.

Status: Neutral, there is not a transport aspect to this activity

5.8.3 Implication 3: Green spaces, peatland, afforestation, habitats and land management.

Status: Neutral, nothing contained in the proposed activity impacts these areas.

5.8.4 Implication 4: Waste Management and Tackling Plastic Pollution.
Status: Neutral, no additional activity that would produce waste is proposed.

5.8.5 Implication 5: Water use, availability and management:
Status: Neutral, no change in use of water is created by this activity.

5.8.6 Implication 6: Air Pollution:
Status Neutral, no activity creates or decreases air pollution.

5.8.7 Implication 7: Resilience of our services and infrastructure, and supporting vulnerable people to cope with climate change. Positive: Resilience of our services to respond to people with care and support needs will be strengthened.

Have the resource implications been cleared by Finance?

Yes

Name of Financial Officer: Justine Hartley

Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the Head of Procurement and Commercial?

Yes

Name of Officer: Clare Ellis

Has the impact on statutory, legal and risk implications been cleared by the Council's Monitoring Officer or Pathfinder Legal? Yes

Name of Legal Officer: Emma Duncan

Have the equality and diversity implications been cleared by your EqIA Super User?

Yes

Name of Officer: Donna Glover

Have any engagement and communication implications been cleared by Communications?

Yes

Name of Officer: Simon Cobby

Have any localism and Local Member involvement issues been cleared by your Service Contact? Yes

Name of Officer: Donna Glover

Have any Public Health implications been cleared by Public Health?

Yes

Name of Officer: Emily Smith

If a Key decision, have any Environment and Climate Change implications been cleared by the Climate Change Officer?

Yes

Name of Officer: Emily Bolton

