



Committee and Date
Cabinet

13 July 2016
12.30

DAY SERVICES FOR ADULTS WITH LEARNING DISABILITIES – AWARD OF CONTRACT FOR INNAGE LANE, OAK FARM AND THE MERES INCLUDING ELLESMERE LIBRARY AND CUSTOMER SERVICES REPROVISION

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The identity of the successful bidder will be given at the Cabinet meeting by the Portfolio Holder Councillor Lee Chapman, Portfolio Holder for Adults

1. Summary

This report summarises the outcome of the procurement process undertaken and the bid received in response to the opportunity to manage and develop the Council's day opportunity service for adults with learning disabilities at three locations consisting of Innage Lane and Oak Farm which are day services in the Bridgnorth area and a third service in Ellesmere at The Meres which will include the re-provision of the library and Customer Service Point in that area.

In all three locations the contract award will include the requirement to develop and grow the provision into sustainable services which will provide employment and volunteering opportunities for vulnerable adults and the local community in addition to providing care and support for adults with learning disabilities, older people and other vulnerable groups.

Following a thorough procurement process which included the opportunity for site visits and initial soft market testing in 2015 followed by a procurement exercise in 2016 involving an initial pre-qualification stage and a Competitive Dialogue process one Preferred Bidder has emerged for the services at Oak Farm and Innage Lane and it is intended to conduct final negotiations with that Bidder to achieve a final offer that is acceptable to The Council. With regard to The Meres at Ellesmere no expressions of interest were received during the formal procurement process. However following the end of that process two potential providers came forward and one has entered into dialogue with Council and expressed a firm interest in providing the service. The same bidder has come forward for all three services under two different contract awards

Innage Lane in Bridgnorth currently offers a day service for 20 adults with a learning disability over a 5 day period supported by 7 staff. The service has a strong emphasis on producing high quality craft products and supporting people with daily living skills. The site and service are currently owned and managed by Shropshire Council and has been in operation since 2001.

Oak Farm at Ditton Priors is a day service which focuses on agricultural rural skills and animal husbandry. It provides a service to 42 adults with learning disabilities who are supported by 12 staff.

The Oak Farm site is now in the ownership of the Ditton Priors Community Land Trust following a Community Asset Transfer from the Council in 2015. The Council have leased back the Oak Farm site for the provision of the service and the terms of the lease enables the appointment of an alternative care provider.

For Oak Farm and Innage Lane it is proposed to award a contract for an initial period of 7 years from 1st October August 2016 with the option to extend for a further 3 year period up to 30th September 2026.

The Meres in Ellesmere operates from the ground floor of the Ellesmere Community Nursing Home and has been established there since 1992. It is a mixed service provision for 24 older people and 10 adults with a learning disability supported by 10 staff.

The current library building which also houses the town's customer Service Point is situated approximately 150 metres away on the opposite side of the road to the day centre and the contract award would see these services relocated to The Meres centre thus releasing the current library premise for a capital receipt.

For The Meres The Council is planning to provide a contract, with the new provider that aligns with the existing lease it holds, for a period of 5 years initially with the option to extend in 2 yearly extensions up to 9 years.

For each of the services proposed for transfer there are a number of benefits:

Innage Lane and Oak Farm

The benefits of this transfer and further development of the service are:

- The proposed model promotes independence, employment and citizenship for vulnerable adults.
- The model further promotes the integration of vulnerable people into their local community and ensures the continuity of the valued local neighbourhood support to the service.
- Provides the opportunity to obtain vocational qualifications and paid employment by the service users
- The preferred bidder as a not for profit organisation would be able to bid for additional investment from grant making organisations to develop both the sites and service.

- It enables individuals to live in their own homes or with their families and as a part of local communities with meaningful day time activities.
- Transfer of the property maintenance and repairs liabilities from the Council to the Preferred Bidder.
- The Council will cease to be the provider of this service.

There is also the opportunity for the provider to deliver a more cost effective transport provision.

As part of the transformation of adult services and the move to the Council not being the main provider of services these services have been grouped and subject to one competitive procurement process to transfer these two day services to a new provider under one contract award.

The Meres Day Centre and Library Service

The benefits of this transfer and further development of the service are:

- The proposed model promotes independence, employment and citizenship for vulnerable adults which will include volunteering opportunities within the library and further development of the small service user run coffee shop on site to serve a wider customer base
- The model further promotes the integration of vulnerable people into their local community and ensures the continuity of the valued local neighbourhood support to both the day service and the library.
- Maintains both the library service and a Customer Service Point provision in Ellesmere at a site close to the current library
- Will deliver the current library building as a potential capital receipt for the Council
- By transferring the library service to a not for profit organisation the council is able to utilise capital grant funding for the refurbishment of the centre and library
- Provides the opportunity to obtain vocational qualifications and paid employment by the service users
- The preferred bidder as a not for profit organisation would be able to bid for additional investment from grant making organisations to develop both the sites and service.
- It enables individuals to live in their own homes or with their families and as part of local communities with meaningful day time activities.
- Transfer of the property maintenance and repairs liabilities from the Council to the Preferred Bidder.
- The Council will cease to be the provider of this service.

2. Recommendations

Cabinet are requested to approve, subject to the satisfactory conclusion of final negotiations:

1. The award of the management of services at Innage Lane and Oak Farm contract from the beginning of October 2016, or such other date

as may be required to conclude all contractual issues, for an initial period of up to 7 years to the Preferred Bidder.

2. The award of the management of services at the Meres in Ellesmere to include the library and Customer Services contract from the beginning of October 2016, or such other date as may be required to conclude all contractual issues, for an initial period of up to 5 years to the Preferred Bidder.
3. To delegate authority to the Head of Social Care: Improvement and Efficiency in consultation with the Local Commissioning Manager, to conclude final contractual negotiations with the Preferred Bidder and if these negotiations achieve an acceptable final position to award the two contracts and complete all necessary formalities following consultation with the Portfolio Holder for Adult Services, the Portfolio Holder for Leisure and Culture and the Portfolio Holder for Resources and Support.

REPORT

3. Risk Assessment and Opportunities Appraisal

Staff and Service User Consultation

Whilst the transfer of services has been managed seamlessly in previous service transfers it is always critically important that we establish excellent and on-going communication with all users of the service and their families as well as with staff to ensure they are kept fully informed and involved in the process of transfer.

Innage Lane and Oak Farm

A series of consultation events were held during the summer of 2015 with the service users, families and carers in Bridgnorth which following a request made by service users included a session with them alone supported by the advocacy organisation Taking Part.

These were not always positive as they included a proposal to relocate the service from Innage Lane to an alternative shared site.

However there were minimal comments regarding the appointment of a new care provider, with those that were received, being concerned regarding continuity of staffing and support. Families were reassured that staffing support would remain the same as all staff employed by the council would transfer to the new care provider.

The concerns regarding a potential transfer to an alternative shared site were considered further at a portfolio holder decision making session in November

2015 where it was agreed that a further options appraisal would be undertaken on the best use of the alternative site and shared with families when completed. This options appraisal is still being undertaken and once completed any relocation linked to a wider development may need further Cabinet approval.

Throughout this whole process to date advocacy organisations have supported the individuals who attend both Innage Lane and Oak Farm. Access to independent advocacy will continue to be available through to the point of transfer in October 2016 and beyond if necessary. The advocacy organisations have supported the service users to record their views and these are attached at appendix A.

Ditton Priors Community Land Trust as site owners and landlord have also been consulted and are supportive of our process to seek an alternative care provider

The Meres and Ellesmere Library

A series of consultation events were held during the summer of 2015 with the service users, families and carers in Ellesmere. This also include relatives of the older people who attend the day service there.

Overall the views were positive and the volunteering opportunities that would be available through relocating the library to the site were considered very positive. There were some concerns regarding the loss of space and the rooms currently used, however the potential to use a small amount of the DCLG Transformation Challenge Award grant and a small amount of the adult social care capital allocation means that the space can be reconfigured to meet the needs of all users.

The trustees of the nursing home who are also the landlord have been consulted and are supportive of the proposed changes

A series of meetings took place with the Friends of Ellesmere Library during the summer/autumn 2015 and a library open day was held on 25th August 2015 to provide the opportunity for library users, local residents, community enterprises and other organisation to discuss the development of new approaches to its management. Concern was raised about the possible relocation of the library and the reduction in floor space. Keeping the library at Fullwood House and renting out the upstairs rooms to provide revenue was also raised. This option was explored but found not to be financially viable.

A formal consultation ran for 6 weeks from 2nd October to 16th November October 2015, and was available online via Shropshire Council's website. Paper copies of the consultation document were made available locally and a second open day took place on 13th October 2015 to discuss the options available.

The preferred option was proposal 1 with 40.13% of respondents supporting the existing library and Customer Service Point provision relocating to the

Meres Day Centre, Trimpley Road, Ellesmere. The day to day running of the services, alongside the management of existing day services for older people and people with learning difficulties, transferring to a new community focussed organisation

A Portfolio holder decision was taken on 17th December 2015 to the transfer of the management of Ellesmere library service and Customer Service Point from Shropshire Council to a social enterprise type organisation that will support and nurture a variety of community development opportunities in the town and surrounding area.

Equality & Social Inclusion Impact Assessment

Innage lane and oak farm

An Equality & Social Inclusion Impact Assessment (ESIIA) has also been completed and updated throughout the project, this is attached at Appendix B. Please read this Assessment before reaching your final decision but in summary, the overall outcome of the Equality and Social Inclusion Impact Assessment is that the impact of transferring the management of Innage lane and Oak Farm to the preferred bidder would be low as:

- Overall continuity of care would remain for existing users with the same key worker staff.
- The preferred bidder will bring additional expertise to develop the services further ,
- The support to the service and users from the local community and neighbourhood would remain.
- Care will continue to be provided by the same familiar staff due to the TUPE transfer to the new provider.
- The existing workforce will have terms and conditions of employment protected through a transfer to the preferred bidder under TUPE regulations.
- The development of the service could see an extension of the service offer to other vulnerable groups e.g. NEETS.

Meres Day Service and Library

An Equality & Social Inclusion Impact Assessment (ESIIA) has also been completed and updated throughout the project, this is attached at Appendix C. Please read this Assessment before reaching your final decision but in summary, the overall outcome of the Equality and Social Inclusion Impact Assessment is that the impact of transferring the management of the meres day service and Ellesmere library to the preferred bidder would be low as:

- Overall continuity of care would remain for existing users with the same key worker staff.
- The preferred bidder will bring additional expertise to develop the services further ,

- The support to the service and users from the local community and neighbourhood would remain.
- Care will continue to be provided by the same familiar staff due to the TUPE transfer to the new provider.
- The existing workforce will have terms and conditions of employment protected through a transfer to the preferred bidder under TUPE regulations.
- The development of the service could see an extension of the service offer to other vulnerable groups e.g. NEETS.

Library

An Equality & Social Inclusion Impact Assessment (ESIIA) has also been completed and updated throughout the project, this is attached at Appendix D. Please read this Assessment before reaching your final decision but in summary, the overall outcome of the Equality and Social Inclusion Impact Assessment is that the impact of transferring the management of Ellesmere library to the preferred bidder would be low as:

- Continuity of service would continue with the transfer of experienced staff
- The preferred bidder has ideas for expanding and developing the service
- Back office support and guidance will be provided by the Library Service ensuring existing standards of practice are met through the development of a service level agreement
- The existing workforce will have terms and conditions of employment protected through a transfer to the preferred bidder under TUPE regulations.
- The Friends Group will continue to work closely with staff to provide enhancements and support to the existing service
- A strong core of Library volunteers will continue to hold events and provide IT training to service users
- There is potential to increase volunteering opportunities to the wider community and to people with learning difficulties and older adults.

Customer Service Point

The Equality and Social Inclusion Impact in respect of Customer Services is also attached to this report at Appendix E. The impact of transferring the management of the Customer Service Point, along the model adopted successfully elsewhere across Shropshire, would be low positive for the following reasons:

- A local service would be maintained for the people of Ellesmere and the surrounding area.
- Support and advice from experienced Customer Services staff will be continue to be available and we would continue to work with the successful bidder to further develop the service
- The preferred bidder has clearly expressed an understanding of the need to empower customers with the skills to access services and to

make independent decisions balanced with the need to provide appropriate assistance to those unable to independently access services.

- The new delivery model gives access to wider Shropshire Council services which include the First Point of Contact service for Adult Social Care and the support partnerships put in place around welfare reforms.
- Local support will remain within the community via which customers who might otherwise be digitally excluded can access online council services.

Contract Negotiation

Finally there may be other matters that have financial impacts on the ultimate contract price, both negative and positive, that emerge during the detailed contract negotiations following confirmation of the Preferred Bidder. The nominated officers will negotiate and confirm with the Portfolio Holders for any areas that may require their approval.

4. Financial Implications

The 2016/17 controllable annual budget for the management and operation of the services is as follows:

Innage Lane and Oak Farm £ 324,900

The Meres Day Services £273,938

Ellesmere library £21,240

Customer Services £4000

The current costings provided by the tender submission relating to Innage Lane and Oak Farm are currently slightly higher (approx. £10k) than the available budget however the bidders have expressed a desire to work with the Council to provide a more competitive bid and it is anticipated that a cost neutral position can be achieved through working with the preferred bidder on improving efficiency in the transport arrangements and operating on an “open book “transparency accounting basis”. The preferred bidder has also committed to returning any underspends achieved through improved efficiency and savings back to the council on an annual basis. Shropshire Council have other contractual arrangements with the preferred bidder and previous experience of underspends being returned by them.

Additionally the preferred bidder has demonstrated previous experience in their ability to apply for and secure external grant funding. It is anticipated that this will also be the case for these services.

In terms of future library costs, Shropshire Council’s Financial Strategy 2016-2019 requires that the cost to Shropshire Council of the sixteen smaller branch libraries reduces to nil in order to balance the council’s budget in the

medium-term. Therefore it is fundamental that savings are achieved from the transfer of Ellesmere Library. Transfer should provide transition towards nil cost to Shropshire Council in the future.

In relation to the library transfer the preferred bidder has been unable to submit a firm price because of the unknowns such as the current and anticipated future premises costs, especially the impact of the library moving into the building. However the bidder has confirmed that they would welcome and be willing to have detailed discussions with the council's finance team to address any concerns.

They have also confirmed that they would be willing and happy to share on an open book basis their own costs and projections.

The preferred bidder has further confirmed the following:

- They will ensure the cost of running the services is within the amount that the council is spending on directly running the services
- In calculating a budget with the council they will put in place a mechanism which returns to the council the savings from any staff turnover.
- They will fill all new vacancies as they occur and any vacancies at point of transfer on the preferred bidder pay scales and terms and conditions of employment
- The pay rates and charges for central services, management and surplus will be comparable with those in the tender for Oak Farm and Innage Lane
- They will work with the council on the most cost effective way of delivering transport for service users to and from The Meres
- They will estimate the expected income from promoting paid for uses of the centre and agree to a risk-sharing agreement which delivers savings which will be re-invested in improvements to provision and/or a reduced price as agreed with the Council.

The provider has also commented that they believe their track record of previously returning savings to the council and the council's conduct in funding unplanned and unexpected additional costs from changes in assessed service user needs is evidence of good faith on both parts and a safe basis for openly and honestly agreeing the best value price before contracts are signed and that they are prepared to progress these proposals "at risk".

In order to support the library transfer there will be an opportunity to utilise part of the DCLG Transformation Challenge Award grant to fund reconfiguration of the new library location within the Meres Day Centre.

Shropshire Council have been awarded Transformation Challenge Award Funding from Central Government to transfer management of Libraries to new organisations. This Funding can be used to pay towards the capital costs of relocating the library on the understanding that revenue savings can be made over the coming years.

5. Outcome of the bid evaluation

Under the Procurement Process we ultimately received one outline solution bid from the Preferred Bidder for Innage Lane and Oak Farm

The bid received achieved good quality scores against the following criteria:

- Management of handover process – for both staff and service users
- Management of transition to a service which will in the future offer more learning opportunities and training for service users
- Quality of service including the use of Q checkers (adults with learning disabilities) who are employed to monitor the quality of services provided by the preferred bidder.
- Enabling service users to gain accredited awards/qualifications
- Social Value – Supporting employment and work opportunities
- Social Value – Development of a rural sustainable Business with benefits to local economy
- Involvement and engagement with Local Community

The final evaluation scores out of 10 and justification for each of the above criteria for the outline solution bid received are included below:

Preferred Bidder		
Question Marks	Weighted Marks	Justifications
8	24	Good response that details experience of supporting people with learning disabilities into employment, and work closely with the Community Land Trust and Shropshire Council. Also details scope to develop further in regard to the farm shop and tea room although lacking in detail regarding farm products and diversification.

8	24	Response details that primarily people's needs come first along with person centred principles. Response also details wider partnership working under this contract, making links with other services where people with multiple and profound disabilities have been supported to have greater engagement.
7	21	Strong response detailing working closely with the current manager at Oak Farm to review and develop the current community links and community engagement but lacks depth of detail in regard to Innage Lane.
8	24	Good response that states links with employers for work placements and volunteering opportunities along with developing links with colleges for potential courses.
7	21	Response details CQC standards will be applied to the management of the services along with the Q Team Checkers who offer additional dimensions to monitoring quality. Response does not include detail of independent advocacy or surveying all users.
9	9	Comprehensive response detailing stake holder engagement such as consultation events and a steering group who will be closely involved at all stages of the transfer.
9	9	Comprehensive response details ensuring staff and service users are unaffected by the transition and feel safe and secure. Details risk sharing agreement with the council. Inclusion of a realistic implementation plan.

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We did not receive any bids through the procurement process for The Meres and the Ellesmere library service. However following discussion we received separate interest from the preferred bidder who submitted a completed tender

submission which enabled evaluation and marking against each of the criteria as if in a competitive process.

The bid received achieved good quality scores against the following criteria:

- Developing volunteering and supported employment opportunities for people with learning disabilities and also the wider public.
- Developing and maintaining strong community links and relationships including with local schools, local employers, the wider community and the care home which operates from the first floor of the premises.
- Further developing the existing relationship with friends of the library.
- Management of transition to co-located services which will make effective use of public buildings and which will in the future offer more learning opportunities and training and opportunities to improve literacy and employability skills.
- Development of the facilities on site to serve the local community including the commercial catering kitchen, the tea room/coffee shop on site and enhancing the external terrace area all of which will also provide enhanced services for library users.
- Enabling service users to gain accredited awards/qualifications
- Social Value – Supporting employment and work opportunities.
- Social Value – Development of a micro enterprises with benefits to the local economy.
- Involvement and engagement with the Local Community.

The final evaluation scores out of 10 and justification for each of the above criteria for the outline solution bid received are included below:

Preferred Bidder		
Question Marks	Weighted Marks	Justifications
8	80	Good response. Includes consultation with local stakeholders with aims to diversify activities, seeking alternative funding, recruiting volunteers from diverse backgrounds.
7	70	Positive response. Includes outcomes education and literacy, community interdependence - skilling staff and volunteers to offer advice or skill people to be independent.

8	56	Good response. Includes identifying existing links with employers and education facilities, using opportunities of co-location to provide people with a range of employability skills, using volunteers.			
6	30	Satisfactory response covering some commercial opportunities. The stated aim to operate for as many hours as possible, including weekends and evenings is particularly important to Library customers.			
9	90	Good response covers raising awareness of abuse, policy, and quality assurance, use of building, training and values.			
7	49	Overall positive response covering robust and comprehensive quality assurance, but could have been more detailed on meeting a wider range of needs.			
7	49	Satisfactory response acknowledging lack of experience but willingness to work with a range of stakeholders and with monitoring processes in place. Some ideas for expanding and developing the service			
8	40	Good response with comprehensive plan.			
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6. Key benefits of the bid

- Selection of a preferred bidder who has a proven track record in supporting adults with learning disabilities to achieve their full potential through volunteering and employment based opportunities
- A strong commitment by the preferred bidder to investing further in Shropshire and also in staff, volunteer and service user training and development.
- A strong commitment by the preferred bidder to maintain and further develop the library provision in Ellesmere.

- As a consequence of the above, confidence that we have a bidder with demonstrable commercial acumen and commitment developing the services as a community resource.
- A range of opportunities offered by the Preferred Bidder that will support adults with learning disabilities and other vulnerable adults to gain vocational qualifications and meaningful employment (paid or voluntary).

7. Social Value

The Local Authority is obliged to consider the social, economic and/or environmental benefits which can be derived as a result of a procurement exercise.

The preferred bidder has a strong history and previous experience of providing opportunities for the people they support to work towards employment they have demonstrated how they will bring their previous experience of employability to bear on these contracts through supporting people at Oak Farm, Innage Lane and The Meres to work towards employment in line with their aspirations, skills, abilities, circumstances and age. This will also include the development of micro enterprises as appropriate.

They have demonstrated that through links with local colleges they will develop a list of potential courses, to include a range of relevant subjects, such as agriculture, horticulture, art, IT, or business-related.

The preferred bidder has also demonstrated how they will work with local employers and the wider community to develop supported employment opportunities and work based placements as part of accredited courses.

A bank of volunteers will be established to mentor/buddy with learners, and support with the delivery of training, both on and off-site. They will also help with the development of personal learning portfolios to record individual progress towards learning outcomes. Volunteering opportunities at the library will also be enhanced for all members of the local community.

8. Premises

There are 4 premises related to this matter should the decision be made to award the contracts as recommended.

1. Innage Lane is a day service provision which operates from a large two storey house in Bridgnorth. At the point of transfer the service will continue to be delivered at this premise.

During the term of the contract there is the potential for the delivery of this service to be relocated to an alternative shared premise and for the existing day service property to be redeveloped into supported living accommodation in the future. The options appraisal on the possible use of an alternative site

is still being undertaken and any decisions regarding relocation of the service linked to a wider development may need further Cabinet approval.

The provider will be granted a lease for the use of the premise.

2. Oak farm is operated from a site in Ditton priors which was previously in council ownership and which is now owned by Ditton Priors Community Land Trust. The appointed Provider will continue to operate from this location and will be granted a sublease.
3. The Meres Day Centre and library will operate from the premises currently occupied by the day centre namely the ground floor of the Community Nursing Home. The current lease allows provision for the inclusion of the library
4. The current Ellesmere Library premise at Fulwood House will be available for disposal to generate a capital receipt.

9. Staff Transfer and Pensions

The current Shropshire Council employees at Innage Lane, Oak Farm, The Meres and Ellesmere library will be subject to the Transfer of Undertakings for the protection of Employment (TUPE) regulations and will transfer on existing Council terms and conditions to the preferred bidder.

Should approval be obtained to award the contract a formal period of staff consultation in accordance with Shropshire Council policy will be undertaken.

The transfer of staff will also require the offer of a comparable pension scheme or admittance of the Preferred Bidder into the Shropshire Council pension scheme subject to the necessary approvals.

It had been normal practice for new contractors entering the Pension Scheme to be treated separately from the Council, for the majority of staff transfers for outsourced contracts, however over the last year this has caused some issues with companies/charities not wishing to bid for services within the adult social care area as transferring LGPS Pension risk is not at all attractive to them.

The preferred bidder for the service contract to run Oak Farm and Innage Grange and the services in Ellesmere have indicated that, as a not for profit charitable organisation, they would require the Council to retain the Pension Liabilities.

For these two service contracts the relevant permissions will be sought to offer the preferred bidder a Grouped approach which would be attractive to them.

This would mean that the new employer, in relation to pension liabilities, would be grouped with Shropshire Council and they would pay the same consolidated contribution rate as the Council, reviewed from time to time at

the actuarial valuations. Their pension liabilities and assets would stay on the Council books and not transfer.

Should this be agreed it is proposed that the contractor is responsible to cover any additional Pension costs for any early retirements they agree with staff going forward. The pension scheme would also be a closed scheme with any new employees recruited by the preferred bidder being admitted into the providers own scheme.

The final pension agreements and arrangements will be concluded through the contractual negotiations and the appropriate approvals under the financial regulations will be sought.

10. Conclusions

The award of the two contracts to the Preferred Bidder will deliver a viable and sustainable offer for the services which will be advantageous to the Council and importantly provide the users of the services with opportunities for greater community integration, vocational qualifications and employment opportunities.

The inclusion of Ellesmere library in one of the contracts ensures the continuity of library provision in the area through co-location in shared premises thus releasing a council asset for disposal and generation of a capital receipt.

List of Background Papers (This MUST be completed for all reports, but does not include items containing exempt or confidential information)

Portfolio Holder Decisions

03-11-15

17-12-15

Cabinet Member (Portfolio Holder)

Councillor Lee Chapman

Councillor Stuart West

Councillor Michael Wood

Local Members

Councillor John Hurst-Knight

Councillor Christian Lea

Councillor William Parr

Councillor Les Winwood

Councillor Ann Hartley

Councillor Robert Tindall

Appendices

Appendix A – Examples of Service User views.

Appendix B - Equality & Social Inclusion Impact Assessment – Oak Farm

Appendix C – Equality & Social Inclusion Impact Assessment – The Meres

Appendix D – Equality & Social Inclusion Impact Assessment – Ellesmere Library

Appendix E – Equality & Social Inclusion Impact assessment – Ellesmere Customer Service Point