

A G E N D A

Strategic Monitoring Committee

Date: **Monday, 28th April, 2008**

Time: **9.30 a.m.**

Place: **: The Council Chamber, Brockington,
35 Hafod Road, Hereford**

Notes: Please note the **time, date** and **venue** of the meeting.

For any further information please contact:

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**County of Herefordshire
District Council**

AGENDA

for the Meeting of the Strategic Monitoring Committee

**To: Councillor PJ Edwards (Chairman)
Councillor WLS Bowen (Vice-Chairman)**

Councillors PA Andrews, WU Attfield, KG Grumbley, TM James, RI Matthews, AT Oliver, SJ Robertson, RH Smith and JK Swinburne

	Pages
<p>1. APOLOGIES FOR ABSENCE</p> <p>To receive apologies for absence.</p>	
<p>2. DECLARATIONS OF INTEREST</p> <p>To receive any declarations of interest by Members in respect of items on the Agenda.</p> <p>GUIDANCE ON DECLARING PERSONAL AND PREJUDICIAL INTERESTS AT MEETINGS</p> <p>The Council's Members' Code of Conduct requires Councillors to declare against an Agenda item(s) the nature of an interest and whether the interest is personal or prejudicial. Councillors have to decide first whether or not they have a personal interest in the matter under discussion. They will then have to decide whether that personal interest is also prejudicial.</p> <p>A personal interest is an interest that affects the Councillor more than most other people in the area. People in the area include those who live, work or have property in the area of the Council. Councillors will also have a personal interest if their partner, relative or a close friend, or an organisation that they or the member works for, is affected more than other people in the area. If they do have a personal interest, they must declare it but can stay and take part and vote in the meeting.</p> <p>Whether an interest is prejudicial is a matter of judgement for each Councillor. What Councillors have to do is ask themselves whether a member of the public – if he or she knew all the facts – would think that the Councillor's interest was so important that their decision would be affected by it. If a Councillor has a prejudicial interest then they must declare what that interest is and leave the meeting room.</p>	
<p>3. MINUTES</p> <p>To approve and sign the Minutes of the meeting held on 20 March 2008.</p>	7 - 14

4.	SUGGESTIONS FROM MEMBERS OF THE PUBLIC ON ISSUES FOR FUTURE SCRUTINY	
	To consider suggestions from members of the public on issues the Committee could scrutinise in the future.	
5.	INTEGRATED PERFORMANCE AND FINANCE REPORT	
	To report:	
	<ul style="list-style-type: none"> i the Council's performance for the operating year 2007-08 against the Annual Operating Plan and national performance indicators used externally to measure the performance of the Council; ii partnership performance in delivering the Local Public Service Agreement, Local Area Agreement and Herefordshire Community Strategy; and iii performance against revenue and capital budgets and corporate risks for the period to February 29th 2008 	
	(REPORT TO FOLLOW)	
6.	OFFICE ACCOMMODATION STRATEGY OPTIONS APPRAISAL	15 - 28
	To propose that the Committee forms a working group to consider the briefing paper on office accommodation strategy options; and	
	To seek the Committee's views on a proposed process (including joint working with PCT colleagues) and timetable for developing an integrated office accommodation strategy for the Council and PCT.	
7.	REVIEW OF ICT SERVICES	29 - 32
	To consider the scoping statement for a Scrutiny review of ICT Services.	
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PUBLIC INFORMATION

HEREFORDSHIRE COUNCIL'S SCRUTINY COMMITTEES

The Council has established Scrutiny Committees for Adult Social Care and Strategic Housing, Childrens' Services, Community Services, Environment, and Health. A Strategic Monitoring Committee scrutinises corporate matters and co-ordinates the work of these Committees.

The purpose of the Committees is to ensure the accountability and transparency of the Council's decision making process.

The principal roles of Scrutiny Committees are to

- Help in developing Council policy
- Probe, investigate, test the options and ask the difficult questions before and after decisions are taken
- Look in more detail at areas of concern which may have been raised by the Cabinet itself, by other Councillors or by members of the public
- "call in" decisions - this is a statutory power which gives Scrutiny Committees the right to place a decision on hold pending further scrutiny.
- Review performance of the Council
- Conduct Best Value reviews
- Undertake external scrutiny work engaging partners and the public

Formal meetings of the Committees are held in public and information on your rights to attend meetings and access to information are set out overleaf

PUBLIC INFORMATION

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1. Identifying Areas for Scrutiny

At the meeting the Chairman will ask the members of the public present if they have any issues which they would like the Scrutiny Committee to investigate, however, there will be no discussion of the issue at the time when the matter is raised. Councillors will research the issue and consider whether it should form part of the Committee's work programme when compared with other competing priorities.

Please note that the Committees can only scrutinise items which fall within their specific remit (see below). If a matter is raised which falls within the remit of another Scrutiny Committee then it will be noted and passed on to the relevant Chairman for their consideration.

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(Please note that the Scrutiny Committees are not able to discuss questions relating to personal or confidential issues.)

Remits of Herefordshire Council's Scrutiny Committees

Adult Social Care and Strategic Housing

*Statutory functions for adult social services including:
Learning Disabilities
Strategic Housing
Supporting People
Public Health*

Children's Services

Provision of services relating to the well-being of children including education, health and social care.

Community Services Scrutiny Committee

*Libraries
Cultural Services including heritage and tourism
Leisure Services
Parks and Countryside
Community Safety
Economic Development
Youth Services*

Health

*Planning, provision and operation of health services affecting the area
Health Improvement
Services provided by the NHS*

Environment

*Environmental Issues
Highways and Transportation*

Strategic Monitoring Committee

*Corporate Strategy and Finance
Resources
Corporate and Customer Services
Human Resources*

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- Access to a public Register stating the names, addresses and wards of all Councillors with details of the membership of Cabinet and of all Committees and Sub-Committees.
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COUNTY OF HEREFORDSHIRE DISTRICT COUNCIL

BROCKINGTON, 35 HAFOD ROAD, HEREFORD.

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COUNTY OF HEREFORDSHIRE DISTRICT COUNCIL

MINUTES of the meeting of Strategic Monitoring Committee held at The Council Chamber, Brockington, 35 Hafod Road, Hereford on Thursday, 20 March 2008 at 9.30 a.m.

Present: Councillor PJ Edwards (Chairman)
Councillor WLS Bowen (Vice Chairman)

Councillors: PA Andrews, WU Attfield, KG Grumbley, TM James,
RI Matthews, AT Oliver and RH Smith

In attendance: None

86. APOLOGIES FOR ABSENCE

Apologies were received from Councillors SJ Robertson and JK Swinburne. Councillor RJ Phillips (Leader of the Council and Councillor JP French (Cabinet Member Corporate and Customer Services and Human Resources) also sent their apologies.

87. DECLARATIONS OF INTEREST

There were no declarations of interest.

88. MINUTES

RESOLVED: That the Minutes of the meetings held on 6 March and 10 March 2008 be confirmed as a correct record and signed by the Chairman, subject to the following words being added to the last line of bullet point 2 on page 5 the of the Minutes of the meeting held on 10 March (Minute 78 Integrated Performance and Finance Report): "with the assistance of the appointment of a Joint Chief Executive."

89. SUGGESTIONS FROM MEMBERS OF THE PUBLIC ON ISSUES FOR FUTURE SCRUTINY

There were no suggestions from members of the public.

90. MANAGING PERFORMANCE MANAGEMENT

The Committee received a report on progress against the action plan developed as the Authority's response to the audit of its performance management arrangements in the autumn of 2006, and the associated communications action plan.

The report to Cabinet on 21 February was appended.

The Head of Policy and Performance (HPP) reported that the action plan was now somewhat dated and substantially completed. Following the meeting his intention was to revise the action plan to focus on the remaining tasks and changing performance management requirements. These revisions would be incorporated

into the forward looking preparation plan for the Comprehensive Area Assessment.

In the ensuing discussion the following principal points were made:

- A plea was made for the Council's documents to be written in plain English so that they were clear and Members and the public could readily understand them.
- The amount of information being presented to Members and the level of detail was also discussed generally. In this case the HPP said that circumstances had led to a number of performance related reports appearing together on the Committee's agenda for 10 March, some of which had had to be carried over to this meeting. The revised performance Improvement cycle was designed to lead to a regular flow of reports.
- A general concern was expressed that the volume of information being presented to Members, in part in response to the findings of the Crookall report, reviewing ICT contractual and governance arrangements, could achieve the opposite to the desired objective. There was a danger that rather than being better informed the overwhelming volume was making it difficult for members to focus on the key issues and what it was that Members were being asked to determine. It was essential that a balance was struck so that the pertinent facts were presented to Members supported by relevant, but not excessive, information.
- It was questioned whether performance management was yet really embedded within the Council. The approach to performance management within the Police Service was commented on and it was suggested that this seemed more robust and embedded. The HPP said that the Council's performance management arrangements were improving and, crucially, performance indicators showed service delivery was improving too. There were elements of good practice within the Council but the approach was not consistent enough across all service areas. He was aware of the Police Service's system of monthly challenge meetings and, although it was not practical to replicate this given the significantly wider range of Council services, the Council's performance improvement cycle incorporated elements of that type of approach, drawing on peer challenge and the use of comparators.
- Concern was expressed that a considerable resource seemed to be being devoted across the Council to managing the performance management process. It was important that the principal focus was on improvement in services and that performance targets were relevant to this objective. The HPP said that the Integrated Performance and Finance Report demonstrated that performance in service delivery was improving in most priority areas, as recognised by the Audit Commission in its 2007 direction of travel statement. The Audit Commission and other external Regulators expected the Council to demonstrate that the necessary systems and processes were in place to underpin performance in service delivery. The Committee had the opportunity to contribute to setting performance targets in considering the Corporate Plan. He noted that the new national indicator set allowed councils to dispense with several previously prescribed targets. However, it would still be important to set sufficient targets to be able to present a clear picture of the Council's performance across all service areas.
- In response to a further question about individual accountability for performance including in particular that of Directors and the Chief Executive the HPP confirmed that appropriate processes were contained in the performance improvement framework. He also noted the role played by the strengthened

Staff Review and Development process in identifying how individuals were to contribute to achieving targets.

- In relation to recommendation 4 of the action plan which dealt with the integration of Members into the Council's performance management arrangements the HPP confirmed that the Improvement and Development Agency guide on performance management had been issued to Members and a seminar held on the subject. Work was continuing to reach agreement with partners on the preparation of a local guide for Members reflecting those longer term performance management arrangements across the County.

RESOLVED: That evidence of effective performance management was at best somewhat patchy and the Committee looked forward to the full adoption of plain succinct English and would hope that in future plans the volume of information might yet be reduced provided its quality is not compromised by this action.

91. **HEREFORDSHIRE COMPREHENSIVE AREA ASSESSMENT PREPARATION PROGRAMME**

The Committee considered the proposed action plan to ensure that the Council, with the Primary Care Trust (PCT) and its other partners was well-placed for the new system of Comprehensive Area Assessment (CAA).

The Head of Policy and Performance presented the report. He drew attention to action 4.12 of the Plan referring to the establishment of strengthened scrutiny arrangements to demonstrate through its work programme how the Scrutiny function's role contributed to the CAA process.

In the ensuing discussion the following principal points were made:

- In response to a question about the resourcing for scrutiny the Head of Legal and Democratic Services informed Members of recent recruitment to Democratic Services and the resources allocated from all Directorates to supporting Scrutiny. The closer working arrangements with the Primary Care Trust and recent legislation would necessitate consideration of the future role of scrutiny and the support it required.
- That the Plan did not take sufficient account of the need to engage more directly with Parish Councils. The only reference to Parish Councils appeared at action 2.3: establish stronger more effective links with neighbourhoods and parishes. The entry at 2.3 of the Plan also referred to Parish Plan action plans being made available to services. However, very few Parish Plans had been prepared and the perception was that the Council's response to those that had been had been low-key.
- Action 8.1 referring to the communication of the CAA programme made no specific reference to Parish Councils and should do so.
- The Head of Legal and Democratic Services noted that a lot of the Council's communication to the Parish Councils was through Herefordshire Association of Local Councils (HALC). He added that the Parish Agreement setting out the Council's working relationship with HALC and Parish Councils generally was

currently being reviewed and might be something Members would like to scrutinise.

- Members observed that not all Parish Councils were Members of HALC and that the extent to which HALC was considered representative of all views was debatable. Whilst it might be convenient for the Council to seek to communicate through HALC it was essential that there was more direct engagement with individual Parish and Town Councils. It was proposed that the CAA programme should be developed to reflect this point.
- The Head of Policy and Performance said that it was recognised that action needed to be taken to develop the relationship with Parish Councils. He suggested that in addition to considering the Parish Agreement the issue of the Council's wider working relationship with Parish Councils might also be something worth scrutinising.

He added that account had been taken of the Parish Plans that had been submitted to the Council and Service Plans should reflect aspects of them.

He also noted that partners were to be consulted on the draft CAA programme and confirmed that this consultation would include Parish and Town Councils.

- The objectives in the CAA preparation programme of improving well/having prospects for improvement in the direction of travel assessment in 2009-10 and to be consistently above minimum requirements, performing well in the use of resources assessment in 2009-10 were welcomed.

RESOLVED: That the Comprehensive Area Assessment programme be developed to better reflect the need to engage more directly with Parish Councils.

92. DRAFT CORPORATE PLAN 2008-11

The Committee was invited to comment to Cabinet on a draft of the Council's Corporate Plan 2008-11.

An updated version of the Plan had been circulated to the Committee on 14 March 2008. Page numbers quoted below relate to this revised document.

The Head of Policy and Performance (HPP) presented the report. He reported that the Plan, which was a rolling 3 year Plan, would set the key direction for the Council. He highlighted how the Council's themes and top priorities related to the Herefordshire Sustainable Community Strategy and the Local Area Agreement, as set out on p6 of the Plan and the Planning Framework as set out on p7. He noted that because of the way the Plan was now drafted there was no longer a need to produce an Annual Operating Plan as a separate document.

In the ensuing discussion the following principal points were made:

- One Council Priority read: "Affordable housing to meet the needs of local people". It was suggested that, reflecting the approach at national level, the priority should read to provide "**decent**" affordable housing.
- That in addition to the Plan referring to closer working with the Primary Care Trust the importance of the Police delivering its targets in partnership with the

Council needed to be highlighted.

- Noting the priority of achieving value for money concern was expressed about the Extra Care Housing Scheme at Rose Gardens Hereford. It was suggested that the amount of public money, from various sources, expended on the Scheme did not represent value for money when compared with what might have been provided by the private sector for the same level of investment. It was proposed that the Committee should receive a report on the Scheme and review its value for money and whether there were any lessons to be learned for future schemes.
- That sections of the report that looked back rather than forward (for example p23-27, 32-34 and 38-56) and appeared rather to be seeking to promote and publicise achievements in the previous year sat uneasily within the Plan. Noting the HPP's comment that the Plan had to report back on what had been achieved as well as looking forward it was suggested that backward looking sections might be set out as an appendix to the Plan.
- That there were a number of places where the Plan was unclear. Examples given were the diagram on p 7, the box on the left hand corner of p29, and the presentation of p40 (appendix D) where the fact that further data was awaited in a number of cases made the information unusable.
- That no reference was made to the Schools Review at pages 9, 24 and 58 where it seemed appropriate to do so.
- That the document paid insufficient attention to the role of Parish and Town Councils (p6, 12 and 16 were cited.)
- That appendix c (how satisfied are our residents with what we do and what we provide) overall showed a significant decline in satisfaction and this needed to be commented on and addressed.
- It was questioned why one of the key actions alongside the key commitment in 2008/09 and 2009-11: "the number of adults killed or seriously injured in road accidents to be reduced" referred to working in partnership with the Highways Agency to take action on trunk roads, but made no reference to work on B roads.
- It was suggested that indicator NI 21 which read "dealing with local concerns about anti-social behaviour and crime by the local council and police" needed to be rephrased.
- That it would present a truer picture if appendix b to the Plan, the Council budget, set out the total spend available to the Council, rather than the net revenue budget and the capital programme.
- That it was essential that the key commitments listed for 2008/09, p8-21 of the Plan, were deliverable. Confirmation was sought that Directors had approved the relevant commitments. The HPP said that the Corporate Management Board had approved the commitments after consultation with individual Cabinet Members. Some work remained to be done to reflect the final draft of the Local Area Agreement. Members proposed that further work should be undertaken to make certain that the commitments were achievable.
- It was asked whether it was appropriate on p8 of the Plan to portray key Stage 4 results in 2007/08 as an achievement, given that the target had not been met.

The HPP said that whilst the Council had not met the ambitious target set by the Government performance against local measures was good and had improved.

- It was suggested that pages of the Plan listing key performance indicators for each of the Corporate Plan Themes might be removed to make the document more succinct. The HPP acknowledged that there would be some duplication with the Local Area Agreement (LAA) which would be removed when the LAA position was clear.
- That there was insufficient reference in the Plan to the urgent need to address the issue of waste collection and disposal.
- The validity of the reference on p8 of the Plan that 31% of young people felt that Herefordshire Council gives them the opportunity to influence decision making was questioned. The HPP said that this finding was from a statutory survey, was statistically valid and had been produced by young people themselves.
- The HPP acknowledged that some of the actions in the Plan were not the Council's direct responsibility but reflected the Council's wider community leadership role and the importance of strong relationships with its partners.
- That under each of the Corporate Themes consideration should be given to providing some analysis, explanation and context.
- It was suggested there were gaps in the Plan, citing the absence of any reference on p14 in the theme relating to economic development and enterprise, to the new livestock Market, and need for a new river crossing and outer relief road. The HPP replied that the Plan was consistent with the Medium Term Financial Strategy. Some items were therefore not included because they were not currently affordable within the current financial plans.

In conclusion the HPP said that the length and depth of the debate had demonstrated Members' interest in effective scrutiny and constructive input into the Council's future actions. All of these points would be considered as the Plan was finalised, noting that Cabinet was to consider the Plan on 27 March before Council considered it in May. Even then allowance would have to be made for the final decisions on the Local Area Agreement.

RESOLVED:

- That (a) Cabinet be advised that further work should be undertaken with Directorates to ensure that the commitments in respect of the seven key themes are appropriate and achievable;**
- (b) Cabinet be advised that there appear to be a number of significant omissions in the current draft of the Corporate Plan which the Committee believes should be addressed before the Plan is submitted to Council for approval;**
- (c) a report be submitted on the Rose Bank Garden Scheme reviewing its value for money and whether there were any lessons to be learned for future schemes.**

93. PERFORMANCE IMPROVEMENT FRAMEWORK AND CYCLE

The Committee was invited to comment to Cabinet on a draft updated performance improvement framework for the Council together with an associated two-year performance improvement cycle.

The Head of Policy and Performance presented the report. He noted that the new proposed framework reflected developments since it had been last updated in March 2007. A lot of the framework concerned operational and managerial matters but there were elements relating to the role of Members. He drew attention to those elements relating to the scrutiny function emphasising the role for scrutiny in testing the robustness of plans, the effectiveness of performance management arrangements and the delivery of high quality services.

He drew particular attention to the increased opportunities for member scrutiny of proposals for future years provided by the two year cycle and also the proposed strategic consultation in the autumn

Members welcomed the proposed approach.

RESOLVED: That the draft performance improvement framework and the associated two-year performance improvement cycle be welcomed and endorsed.

94. CALL-IN OF CABINET DECISION ON HEREFORDSHIRE CONNECTS - EXECUTIVE RESPONSE

The Committee was advised of Cabinet's response to the recommendations made by the Committee following the call-in of Cabinet's decision on the acquisition of the preferred technology to replace the current client systems used within both Adult Social Care and the Children and Young People's Directorate and the Committee's consideration of a consolidated report on the Herefordshire Connects programme.

It was noted that Cabinet had approved the revised submissions and the Committee's further recommendations.

RESOLVED: That Cabinet's response to the Committee's recommendations be welcomed and endorsed.

95. WORK PROGRAMME

The Committee considered its work programme.

It was noted that in the view of its earlier discussions the following issues needed to be reflected in the work programme: Monitoring progress against the Comprehensive Area Assessment reparation programme; ICT issues registered in the corporate risk log (as part of revisiting review of ICT); and a report on the Rose Bank Garden Scheme, as highlighted for possible consideration during discussion of the Corporate plan earlier in the meeting, reviewing its value for money and whether there were any lessons to be learned for future schemes.

It was also proposed that the Community Services Scrutiny Committee should consider scrutinising the Parish Agreement.

The possible need to scrutinise the Government's proposed Post Office closure programme was also raised.

RESOLVED:

That (a) the Work Programme as amended serve as the basis for further development; and

(b) the Community Services Scrutiny Committee be asked to consider scrutinising the Parish Agreement.

The meeting ended at 11.44 a.m.

CHAIRMAN

OFFICE ACCOMMODATION STRATEGY OPTIONS APPRAISAL

Report By: Director of Resources

Wards Affected

County-wide.

Purpose

1. The purpose of this report is to:
 - a. Propose that the Strategic Monitoring Committee forms a working group to consider the briefing paper on office accommodation strategy options attached as an Annex to this report given that much of the detail underpinning it relates to confidential information about the business and financial affairs of the Council and other persons.
 - b. Seek the Strategic Monitoring Committee's views on a proposed process (including joint working with PCT colleagues) and timetable for developing an integrated office accommodation strategy for the Council and PCT.

Financial Implications

2. There are no financial implications arising as a direct result of this report.
3. The Council has developed a strategic approach to financial planning over the last two years that seeks to ensure that financial resources are allocated in line with corporate priorities. The Council's Medium Term Financial Management Strategy continues to reflect the potential financial consequences of rationalising Council office accommodation using estimates agreed by Cabinet in May 2006.
4. This approach has ensured that there is some financial capacity in the Council's financial resource model for 2008 - 2011 to support the stated priority of rationalising office accommodation during this period. However, the financial implications of a new HQ / office accommodation strategy for both the Council and the PCT will need to be discussed and agreed at the points indicated in the proposed decision making timetable. There will clearly be changes to reflect:
 - a. A new set of HQ / office accommodation requirements to support the organisation development that closer working between the Council and PCT has given rise to.
 - b. A new timetable for delivering the project.
 - c. Final decisions on the procurement strategy.

Background

Context

5. The Council recognises that the effective use of accommodation facilitates the improvement of services for people in Herefordshire. Indeed, this was one of three areas for improvement identified by the Audit Commission in their Corporate Assessment Report 2005. Rationalising office accommodation therefore remains a key priority as set out in the draft Corporate Plan 2008 - 2011 that Council will consider next month. The relevant theme, long-term objective and commitments from the draft Corporate Plan are as follows:

Corporate Plan Theme 2008 - 2011:	Organisational improvement and greater efficiency
Long term objective	To work in an ever-closer partnership with the Herefordshire Primary Care Trust, so as to improve outcomes for service users and citizens and provide better value for money for tax-payers
Key commitments during 2008 / 09:	Begin a revised accommodation strategy to rationalise the Council and PCT estate
Key commitments for 2009 - 2011:	Complete the rationalisation of Council and PCT estates

6. An office accommodation strategy was agreed in May 2005. This strategy was based on a proposal to purchase the Plough Lane office building and land adjacent for an extension to create a back office facility for the Council. The strategy was reviewed in May 2006 following consideration of a detailed project plan and budgetary estimates.
7. The office accommodation project did not go ahead as planned because, contrary to all earlier indications (including an agreed price), the landlord decided not to dispose of the Plough Lane office building and adjacent site. At the time (July 2006), the Council only had lease interests on the ground and second (top) floor of the building.
8. The Council acquired a lease on the first (middle) floor in order to accommodate the Herefordshire Connects team on the second floor. This lease was agreed to December 2008 to coincide with the expiry of the lease on the ground and second floors. No investment in the first floor was planned given the relatively short period of time the Council was then expecting to be in occupation.

9. The leases on all areas at Plough Lane occupied by the Council have now been extended to December 2010 in order to establish security of tenure whilst a revised accommodation strategy is developed. This position is reflected in the Council's Medium Term Financial Management Strategy for 2008 - 2011.
10. A longer period of occupation at Plough Lane makes investment in the site to improve occupancy rates as part of an interim strategy for rationalising Council and PCT office accommodation potentially viable. Given the lead time for new office accommodation to be ready for occupation, the Chief Executive has commissioned a feasibility study to determine how, making best use of existing assets, a joint headquarters for Council members, PCT non-executive directors (NEDs) and the new joint senior management team and a base for the joint provider teams could be established whilst the long-term strategy is progressed. The feasibility study will be ready for formal decision in June 2008.

Office Accommodation Strategy Options

11. Work on developing a new, long-term office accommodation strategy for the Council has been continuing as outlined in the attached Annex. The focus has been on identifying suggestions for **where** such a facility might be located and **what** the Council's needs are likely to be. Progress beyond this stage has been limited by the need to consider the implications for location and design of new office accommodation given the strategic intent of both the Council and PCT is to work ever more closely together. Organisational development plans, details of which are now starting to unfold, could clearly have an impact on what facility is eventually commissioned and where.
12. The Strategic Monitoring Committee's views on whether all key issues have been identified and assessed appropriately in the work to date on identifying office accommodation strategy options will undoubtedly assist developing the integrated strategy. There is however a lot of material underpinning the information provided in the Annex to this report, much of which is commercially sensitive to the Council and third parties. It is therefore suggested that the Committee establishes a working group with the specific task of reviewing and commenting on the work carried out to date. It is further suggested that this review is completed in time to report back to the Committee's next meeting on 13 June 2008.

Proposed Process

13. The Strategic Monitoring Committee is asked to review and comment on the proposed process and timetable for developing an integrated office accommodation strategy as outlined in Appendix 1 to the Annex of this report.
14. Stage 1 of the process (initial options identification and appraisal) has been completed from the Council's perspective.
15. Stages 2 - 4 of the process sets out how it is anticipated that decisions on the integrated office accommodation strategy will be taken in partnership by the Council and PCT, having due regard to each organisation's governance framework. From the Council's perspective, the Strategic Monitoring Committee will be asked to consider draft proposals in September 2008 for recommendation to Cabinet in October / November 2008. The draft strategy will include officer recommendations for members / NEDs to consider on the following issues:

- a. The viability of current office accommodation, including identification of the whole life cost of maintaining the status quo.
 - b. An appraisal, including whole life cost, of the provision of a public sector back office on short listed sites.
 - c. An appraisal, including whole life cost, of the options for the retention of and future use of the Shire Hall and / or Town Hall as a civic headquarters.
 - d. The optimum procurement and funding method for the options identified in b. and c. above.
 - e. The quantification of revenue savings associated with the options identified in b. and c. above.
 - f. The exit strategy for disposal of surplus accommodation so that assets no longer in operational use best support strategic priorities.
16. Linkages to other projects will be taken into account as HQ / office accommodation strategy options are developed for members / NEDs to consider. The linkages include:
- a. The provision of ICT data centres.
 - b. The provision of locality offices.
 - c. The provision of modern records storage and retrieval.
 - d. The provision of a modern archive facility suitable for public access.
 - e. The provision of staff training facilities.
 - f. The feasibility of a new headquarters library facility.
 - g. The provision of a public sector front office within the Edgar Street Grid area.
17. Stage 5 of the process outlined in Appendix 1 to the Annex (consultation and development) could begin in December 2008 if the decision-making timetable was adhered to. This would allow a two year period to build and commission a new back office accommodation facility. This is a tight but achievable timescale dependent on the outcome of the statutory consultation processes that will need to be undertaken.
18. The need for joint working to develop an integrated strategy is self-evident. It is however recognised that the proposed Strategic Monitoring Committee working group on office accommodation might wish to meet before it engages with PCT colleagues to discuss and gain a thorough understanding of the background to the information provided in the Annex to this report.

Conclusion

19. The Council has signalled its commitment to developing and implementing an integrated office accommodation strategy with the PCT by 2011. This report outlines the process by which this could be achieved within that timeframe. The suggested process includes both partners and, from the Council's perspective, provides the

scrutiny function the opportunity to assist the executive with policy development in this area.

RECOMMENDATIONS

THAT:

- (a) the Strategic Monitoring Committee forms a working group to consider the briefing paper on office accommodation strategy options attached as an Annex to this report;**
- (b) the working group be asked to present their findings to Strategic Monitoring Committee on 13 June 2008; and**
- (c) the Strategic Monitoring Committee reviews and comments on the proposed timetable for developing an integrated HQ / office accommodation strategy for the Council and PCT.**

BACKGROUND PAPERS

- Accommodation Strategy Update Cabinet report dated 25 May 2006.

OFFICE ACCOMMODATION STRATEGY OPTIONS

Purpose

1. To brief Members of preliminary work undertaken to evaluate the alternative office accommodation options as a precursor to the development of an Integrated Office Accommodation Strategy for the Council and Primary Care Trust – Herefordshire Public Services.

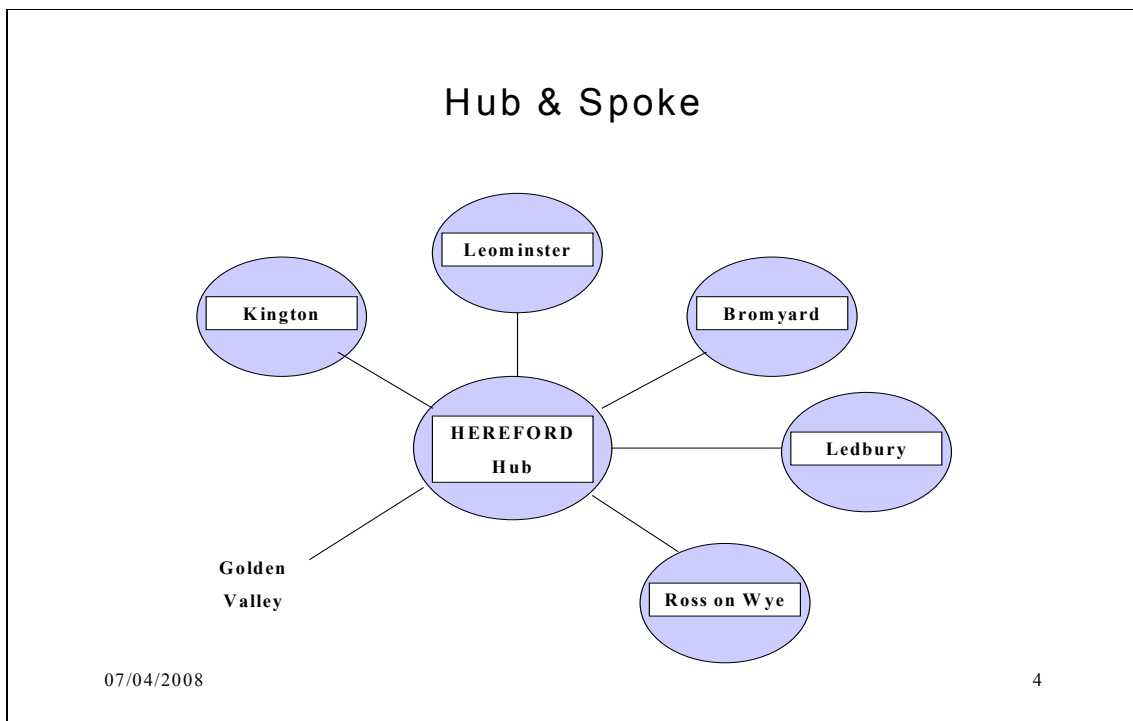
Considerations

2. **BACKGROUND**

- 2.1 The Council wishes to rationalise its property holdings and, in the process, to improve service delivery and obtain efficiency savings.
- 2.2 The Council has inherited a large number of office buildings, either owned or leased, within Hereford and the rationalisation of that portfolio is considered to be the priority.
- 2.3 An initial assessment of office provision considered a variety of potential solutions from single site to dual site or multi-site as follows:
 - a) Single Site – This option would optimise the operational integration by having all activities concentrated on one site as well as providing value by avoiding the necessity to duplicate some facilities and provide a resilient network connection.
 - b) Dual Site - A dual site option may be preferred if a decision is made to provide for business continuity by operating from two sites. This may also be preferred if the availability of a single site is too costly to acquire and develop (e.g. if Plough Lane were to be made available to the Council).
 - c) Multi-Site - The aim should be to accommodate the requirement on the fewest number of sites possible – as such, a multi-site option will only be pursued if there is a significant business benefit to be derived.
- 2.4 The 'single site' option has subsequently been rejected. This is due to the view that the Town Hall and Shire Hall should remain in Council ownership and control because of their 'iconic'/landmark importance and their location within the City Centre, and the publicly stated aim to include a Council front-line presence within the Edgar Street Grid development area.
- 2.5 The strategy is therefore to adopt a dual or multi-site solution, which will allow improved service delivery and provide the opportunity for savings and efficiencies.
- 2.6 The establishment of Herefordshire Public Services, through closer joint working between the Council and the Primary Care Trust, requires an integrated approach to be agreed for meeting future office accommodation needs.
- 2.7 The options outlined in this briefing paper have been developed without detailed consultation with the Primary Care Trust and will need to be subject to discussions with the PCT Board and Senior Managers.
- 2.8 Appendix 1 outlines the Key Milestones and Timetable for completion of the options appraisal.

3. **DEMAND STUDY**

- 3.1 A demand study of current Council staff, carried out in October 2007, identified the potential requirements in respect of front line service delivery and back-office support staff needing to be accommodated.
- 3.2 This initial study found that the total number of staff to be accommodated is 2370, (excluding teaching staff in schools and contracted staff with Amey Wye Valley).
- 3.3 The requirement in Hereford City is for 100 frontline service staff (currently supporting Info in Hereford and Info by Phone) and 1350 - 1400 back-office support staff.
- 3.4 Approximately 1000 staff are and will continue to be located in properties other than the Council's front and back-office sites in Hereford City.
- 3.5 Whilst these figures provide a baseline for further analysis and discussion with Service Managers and Directorates they do not take account of the potential impact of the establishment of Herefordshire Public Services and the consequent organisational development work and restructuring currently in hand. The future impact of business transformation projects and exploitation of new technology on new ways of working will also need to be considered.
- 3.6 In addition to the main administrative buildings in Hereford City and other locations, the development of locality offices and satellite touchdown facilities to provide drop-in facilities in other parts of the County for mobile staff will need to be investigated.
- 3.7 A Hub and Spoke Model is envisaged as follows:



4. SCOPE OF THE OFFICE ACCOMMODATION REVIEW

- 4.1 The elements to be included in the development of the Integrated Office Accommodation Strategy for Hereford include:
- a) Hereford Front Office – New building in ESG Civic Quarter.
 - b) Hereford Back Office – New building in City Centre (ESG) or edge of City (Rotherwas) – see Section 5 below.
 - c) Civic Suite – Retain Shire Hall/Town Hall or New Build.
 - d) Training Centre – Provision as part of the Back Office building or as a separate self-contained facility (subject to clarification of need).
 - e) ICT Data Centre – New replacement facility on Rotherwas with back-up facility at Hereford Hospital and/or as part of Front Office.
- 4.2 Other elements of the wider accommodation strategy which will be treated as separate and discrete projects include:
- a) Joint Council/PCT public access points outside Hereford. To include consideration of the extended requirements of the “front-office” users, including other potential public sector partner occupiers.
 - b) The replacement of Hereford main public library.
 - c) A replacement for the Archive Centre, and for the Registration Service and Modern Records storage facilities.
 - d) Satellite and “drop-in” facilities within the market towns or other community based locations as part of the ‘WorkSmart’ project.
- 4.3 The project management arrangements for the above projects are outlined at Appendix 2.

5. INITIAL OPTIONS APPRAISAL TO IDENTIFY POTENTIAL ‘BACK OFFICE’ LOCATIONS WITHIN HEREFORD CITY

- 5.1 The initial Options Appraisal carried out last year identified 19 potential sites within Hereford City and its immediate environs.
- 5.2 The study identified three broad categories of site.
- a) Deliverable Sites – Sites under Council and partners’ control, which have the potential to deliver the requirement (subject to detailed evaluation).
 - b) Opportunity Sites – Sites with significant constraints that are outside the Council’s control that would need to be resolved before further consideration could be given.
 - c) Rejected Sites – Sites that have been ruled out due to critical factors that are unlikely to be resolved within the timescale required.
- 5.3 The initial assessment was carried out as a desktop exercise utilising existing available documentation, for example, with respect to general planning policy or the Rotherwas Futures financial agreement.

- 5.4 Of the original 19 sites, 10 were identified as 'Deliverable' and worthy of further immediate consideration.
- 5.5 As a result of further discussions and clarification, 4 locations were short-listed : ESG Merton Meadow Car Park; ESG Station Corridor; Bath Street Offices; Rotherwas Industrial Estate.
- 5.6 This was subsequently further reduced to 2 locations following a workshop session involving the former Corporate Management Board (CMB) and Cabinet Members in late 2007:

**ESG Merton Meadow Car Park (and Blackfriars)
Rotherwas Industrial Estate**

for which a full feasibility study and options appraisal will be undertaken, together with any other sites identified as worthy of further consideration, to identify the preferred location for the Council's "back-office" provision.

- 5.7 These sites will be fully assessed against a number of criteria:
- a) Scale of requirement – site capacity to accommodate building and associated infrastructure.
 - b) Suitability and accessibility of the location and/or existing premises for meeting service requirements.
 - c) Potential for supporting partnership/multi-agency joint working.
 - d) Ability to adapt to future business models, e.g. PST, better ways of working, flexibility etc.
 - e) Time pressures and dependencies:
 - i) the ability to meet time constraints;
 - ii) the need for contingency and transitional arrangements.
 - f) Adaptability to respond to changes in the future shape of the organisation.
 - g) Availability of resources: finance – affordability, capital receipts.
 - h) The potential business, environmental and social implications and considerations.
- 5.8 In addition to the assessment of the options for relocation, a "Do Nothing" option will form part of the appraisal process.

6. IMPACT OF ORGANISATIONAL DEVELOPMENT AND NEW WAYS OF WORKING

- 6.1 An assessment of the Organisational Development project and discussions with Senior Managers of both the Council and PCT will examine the potential to refine the number of staff to be accommodated. Account will also be taken of the opportunity to rationalise the total physical floor space requirement, represented by the introduction of flexible working arrangements such as the use of shared workstations, mobile working and home working, etc.

- 6.2 Use of new technology to facilitate mobile working needs to be given high priority if the total requirement for accommodation for office based staff is to be reduced.
- 6.3 This assessment will involve extensive consultation with the Council's and PCT's HR officers, Herefordshire Connects, ICT officers, the trade unions and staff.
- 6.4 Furthermore, discussions will take place with other public service providers, e.g., the NHS Hospital Trust, Police, Fire, Ambulance, Third (Voluntary) Sector and government agencies to align with their Estates Strategies and identify possible joint developments and funding streams.

7. INTERIM TRANSITIONAL ARRANGEMENTS AND INVESTMENT IN PLOUGH LANE

- 7.1 The Chief Executive has initiated a project to examine the feasibility of interim arrangements for the establishment of a joint headquarters for elected members/PCT Non Executive Directors and the new joint senior management team and the creation of a base for Joint Provider Teams whilst the long-term accommodation strategy is progressed.
- 7.2 Limited investment is planned to increase the capacity of Plough Lane from the present 300 staff to 460 staff. This will provide an opportunity to optimise the use of the available space and maximise the return on investment as well as allowing staff to relocate from Brockington, and elsewhere, to facilitate the interim strategy.
- 7.3 A costed business case for the first phase of the interim strategy (Brockington and Plough Lane) will be ready by June with the programme of planned moves starting in July. The second phase proposal for establishing Belmont as the location for joint provider teams will be informed by organisational development work to define the preferred model.

8. TIMETABLE FOR DELIVERING THE LONG-TERM 'BACK OFFICE' REQUIREMENT

- 8.1 The current lease of the offices at Plough Lane ends in December 2010 and the Council will need to have made provision for a replacement back-office in Hereford by this time.
- 8.2 Appendix 1 indicates that construction of a new 'back office' could commence in the summer/autumn of 2009. This would mean that the earliest the new building could be available would be towards the end of 2010. Contingency arrangements will, therefore, need to be in place to respond to the need to accommodate up to 460 staff in time for the expiry of the Plough Lane lease.

9. BUILDINGS TO BE VACATED

- 9.1 Once the preferred sites for the front and back-office requirements have been identified, the Council will be able to consider vacating the following leased buildings:

- Plough Lane.
- MRU Unit.
- Thorn Offices (ICT).
- Thorn Offices (Highways).

And the following owner-occupied buildings:

- Brockington.
- Blueschool House.

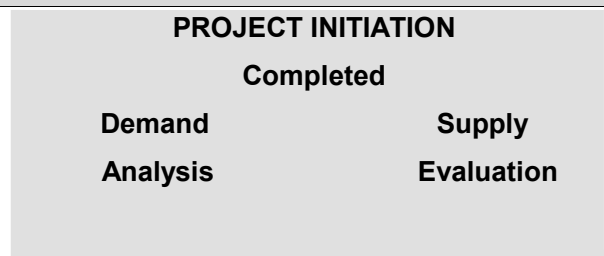
- Garrick House.
- Franklin House.
- Bath Street.
- Blackfriars Street (Education centre).
- Moor House.
- 10-15 Blackfriars Street.
- Castle Green Training Centre.

(It should be noted that Franklin House and Blueschool House have been acquired with funding from Advantage West Midlands).

Report author:
Peter Cordy
Interim Strategic Asset Manager
14th April 2008

Key Milestones & Timetable

<p>STAGE 5</p>	<div style="border: 1px dashed black; padding: 5px;"> <p style="text-align: center;">COMMENCE DEVELOPMENT - Summer / Autumn 2009</p> <p style="text-align: center;">PUBLIC CONSULTATION AND STATUTORY CONSENTS – December 2008 to April 2009</p> </div>
<p>STAGE 4</p>	<p style="text-align: center;"><u>PREFERRED OPTION(S)</u> : DETAILED OPTION / INVESTMENT APPRAISAL</p> <div style="border: 1px solid black; background-color: #e0ffe0; padding: 5px; margin: 10px auto; width: 80%;"> <p style="text-align: center;">Cabinet / PCT Board approval – October / November 2008</p> </div>
<p>STAGE 3</p>	<p style="text-align: center;">DRAFT ACCOMMODATION STRATEGY & BUSINESS CASE</p> <div style="border: 1px solid black; background-color: #e0ffe0; padding: 5px; margin: 10px auto; width: 80%;"> <p style="text-align: center;">Strategic Monitoring Committee / PCT Board – September 2008</p> </div>
<p>STAGE 2</p>	<p style="text-align: center;">MEMBER/NED BRIEFINGS</p> <div style="border: 1px solid black; background-color: #e0ffe0; padding: 5px; margin: 10px auto; width: 80%;"> <p style="text-align: center;">Strategic Monitoring Committee / PCT Board Joint Workshop – June 2008</p> </div> <div style="border: 1px solid black; background-color: #e0ffe0; padding: 5px; margin: 10px auto; width: 80%;"> <p style="text-align: center;">Strategic Monitoring Committee / PCT Board briefing – April/May 2008</p> </div>
<p>STAGE 1</p>	<p style="text-align: center;">INITIAL OPTIONS IDENTIFICATION & APPRAISAL ←</p> <p style="text-align: center;">Completed</p>



Project Management Arrangements

Programme Board

Corporate Asset Strategy Group

Project Teams

A number of discrete projects have been identified within the overall programme.

Proposed Executive Sponsors have been identified to lead the project teams as noted below:

Front Office	Back Office	Civic Suite	ICT Data Centre	Library/Records	MRU	Locality Offices
Customer Services	Asset Management and Property Services	Head of Legal and Democratic Services	ICT	Adult and Community Services/Customer Services	Customer Services	HR/Herefordshire Connects

Representatives from Corporate Programmes will provide project management support for the Project Board and for the Project Teams.

The Project Teams will report to the Corporate Asset Strategy Group on a regular basis, no less than monthly

REVIEW OF ICT SERVICES

Report By: Interim Head of Information, Technology & Customer Services

Wards Affected

County-wide

Purpose

To consider the scoping statement for a review of ICT Services.

Financial Implications

None.

Background

1. The Strategic Monitoring Committee completed a review of ICT Services in December 2006. The Executive's response to the review's findings was reported to the Committee in March 2007, and a further progress report was made in September 2007.
2. At its meeting on 16th November 2007 the Audit and Corporate Governance Committee requested that Strategic Monitoring Committee revisit the review that had been carried out in respect of ICT.
3. A scoping statement for this work is attached at Appendix A. It is envisaged that inherent within the review would be consideration of the ICT issues highlighted in the corporate risk log, as noted by Strategic Monitoring Committee at its meeting of 10th March.

RECOMMENDATION

- THAT (a) the scoping statement as appended be approved;**
- (b) the Membership of the Review Group be confirmed; and**
- (c) a Chairman of the Review group be appointed.**

BACKGROUND PAPERS

- None

Further information on the subject of this report is available from Geoff Cole, Interim Head of Information Technology and Customer Services
on 01432 263434

REVIEW:	ICT SERVICES	
Committee:	Strategic Monitoring Committee	Chair: Councillor WLS Bowen
Lead support officer:	Geoff Cole – Interim Head of Information, Technology & Customer Services	

SCOPING

Terms of Reference

This review covers

- To revisit the scrutiny review of ICT Services completed in December 2006 and establish:
 - progress of the key corporate systems and projects, including the corporate network replacement project
 - progress of security incidents and resultant actions in period.
 - progress of disaster recovery plans.
 - progress of performance against key performance indicators
 - update regarding the “Value for Money” aspect of ICT service provision
- To review progress against the executive’s action plan (published in March 2007) in response to the above.
- To make recommendations regarding the future direction of ICT services and possible improvements in the wider use of IT Technology to support improved outcomes in the county.

Desired outcomes

- To ensure that the ICT Service is providing value for money, and make recommendations to the executive as appropriate.
- To ensure that performance of the ICT service is improving, and make recommendations to the executive as appropriate.
- To ensure that the ICT service is fit for purpose to improve outcomes in the county, and make recommendations to the executive as appropriate.

Key questions

- To establish progress made against the executive action plan, service plan, and other improvement/action plans since December 2006.

Timetable	
<i>Activity</i>	<i>Timescale</i>
Agree scope	April 2008
Assess currently available information	April 2008
Undertake publicity of the review, set option	28.04.08 S.M.C.
Final confirmation of interviews of witnesses	April/May 2008
Carry out programme of interviews	May 2008
Reference visit to another like authority	???
First draft report	Early June
Final analysis	Mid June
Recommendations	Late June
Present Final report to Strategic Monitoring Committee	16.07.08 S.M.C.

Members	Support Officers
Councillors WLS Bowen (Chairman)	<p>Geoff Cole, Interim Head of Information, Technology, & Customer Services</p> <p>Sandra Dallimore, Technical Services Manager</p> <p>Richard Beavan Pearson, Performance Improvement Manager</p> <p>Audrey Harris, Corporate & Customer services Accountant</p> <p>Sarah Thraves, ICT Support Analyst</p>

DEFINITION OF SENIOR CITIZENS IN COUNCIL POLICIES

Report By: Head of Legal and Democratic Services

Wards Affected

County-wide

Purpose

1. To note the response to a request from a member of the public that the Committee examine whether there was a lack of consistency in the Council's definition of senior citizens in its policy documents.

Financial Implications

2. There would be some financial implications if the Council were to change eligibility criteria in the case of the concessionary car parking scheme as referred to below.

Background

3. It was suggested by a Member of the Public at the Strategic Monitoring Committee on 17 September that there appeared to be a lack of consistency in the Council's definition of senior citizens in its policy documents. As an example a bus pass was available to people aged 60 whereas to be eligible for the concessionary parking scheme people had to be aged 65. It was requested that this issue should be investigated.
4. In relation to the specific point, the Concessions (Eligibility) Act 2002 extended eligibility for concessionary bus travel to men aged 60 or over.
5. In terms of concessionary car parking, Cabinet took a decision on 12 September 2002 that the age of eligibility for concessionary car parking for both men and women be set at 65 but with current pass holders retaining eligibility."
6. Prior to this decision the eligibility for men was 65 and women 60. Cabinet did have the option to adopt a common age for eligibility of 60. However, it was decided to adopt a common age for eligibility of 65.
7. The reasons for the decision were:

"European human rights legislation requires that the age of eligibility be the same for both men and women. To lower the age of eligibility for men from its present 65 would entail significant cost to the authority for which there is no budgetary provision."

Further information on the subject of this report is available from
Tim Brown, Committee Manager (Scrutiny) on 01432 260239

8. In terms of other Council policies no information was forthcoming from Directorates suggesting that there were inconsistencies that need to be investigated.
9. An information request was also sent to the New Unitaries Benchmarking Group. No replies were received, again suggesting that this is not an issue for the authorities involved.

RECOMMENDATION

THAT the report be noted, subject to any comments the Committee wishes to make.

BACKGROUND PAPERS

- None

SCRUTINY ACTIVITY REPORT

Report By: Director of Corporate and Customer Services

Wards Affected

County-wide

Purpose

1. To consider the work being undertaken by the Scrutiny Committees.

Financial Implications

2. None

Background

3. This report summarises the matters considered by the Scrutiny Committees since the last report by this Committee to Council. It is intended to help keep Council aware of the work being undertaken.
4. The work of the Committees is analysed below in accordance with the following two roles for scrutiny based on a University of Birmingham categorisation.

Holding the Executive to Account	Developing Policy
Questioning members of the Executive	Pre-Decision Scrutiny – commenting on decisions about to be made
Call-ins – Scrutinising decisions before they take effect	Policy Reviews and Development
Scrutinising decisions after they are made	External Scrutiny
Management of Performance	Health Scrutiny
Ensuring Corporate Priorities are Met	
Budget Scrutiny	
Community and Area Scrutiny	

5. The business considered by the Scrutiny Committees is set out below. Each Committee has also considered and rolled forward its work programme.

Further information on the subject of this report is available from
Tim Brown, Committee Manager (Scrutiny) on 01432 260239

	Holding the Executive to Account	Developing Policy
<p>Adult Social Care and Strategic Housing</p> <p>19 March 2008</p> <p>7 April 2008</p>	<p>Revenue Budget 2007/8.</p> <p>Performance Monitoring.</p> <p>Service Plan.</p> <p>Learning Disabilities Services Improvement Plan – Progress.</p>	<p>Assessment of 18-64 Year Olds' Future needs and Services: Mental Health and Physical Disabilities.</p>
<p>Children's Services</p> <p>21 April 2008</p>	<p>Children and Young Peoples Plan 2008-11.</p> <p>Capital Budget Monitoring</p> <p>Revenue Budget Monitoring</p> <p>Performance Digest – Quarter 3.</p>	<p>Swimming Provision in Hereford City and Surrounding Area.</p> <p>Wyebridge Academy: Progress Report.</p> <p>Kington Children's Centre Nursery.</p>
<p>Community Services</p> <p>18 April 2008</p>	<p>Revenue Budget Monitoring.</p> <p>Performance Monitoring.</p> <p>Arrangements for Christmas Lights in Herefordshire.</p> <p>Broadband Issues in Herefordshire.</p> <p>Exceptions Report on Action Plans for: Cultural Services Inspection; Review of Hereford City Partnership; The 18-35 Review; Museums and Heritage Centres Review.</p>	<p>Review of Tourism with specific reference to Tourist Information Centres.</p> <p>Scoping Statement for a Review of Community Engagement of the Herefordshire Community Safety and Drugs Partnership.</p>
<p>Environment</p> <p>25 February 2008</p> <p>31 March 2008</p>	<p>Good Environmental Management.</p> <p>Transport Asset Management Plan.</p> <p>Service Delivery Review.</p> <p>Commercial Vehicles and Trailers Permit Scheme for Household Waste Sites.</p> <p>Review of Household Waste Recycling in Herefordshire; Executive Response to Scrutiny</p>	<p>On Street Parking Review.</p> <p>Review Group report on the Herefordshire Travellers' Policy</p>

Further information on the subject of this report is available from
Tim Brown, Committee Manager (Scrutiny) on 01432 260239

	Review. Capital Budget Monitoring. Revenue Budget Monitoring Performance Monitoring.	
Health 5th March 2008 19 March 2008 3 April 2008		Local Delivery Plan. Three Counties Cancer Network – Radiotherapy Options. Assessment of 18-64 Year Olds’ Future needs and Services: Mental Health and Physical Disabilities. Annual Health Check Third Party Commentaries. Strategic Review of Provider Services. Communication Matters. Local Involvement Network Progress. Provision of Services for Children with Special Needs.

BACKGROUND PAPERS

- None

WORK PROGRAMMES

Report By: Director of Corporate and Customer Services

Wards Affected

County-wide

Purpose

1. To consider the Scrutiny Committees' current and future work programmes.

Background

2. A report on the Scrutiny Committees' current work programmes will be made to this Scrutiny Committee quarterly. A copy of this Committee's own work programme will be made to each of its scheduled meetings. Copies of the current work programmes are attached.
3. Should Members become aware of any issues they consider may be added to the scrutiny programme they should contact the Chairman to log the issue so that it may be taken into consideration when planning future agendas or when revising the work programme.

RECOMMENDATION

THAT the current Work Programmes serve as a basis for further development, subject to any comment the Committee wishes to make.

BACKGROUND PAPERS

- None

Strategic Monitoring Committee – work programme 2007/08

June 2008	
	<ul style="list-style-type: none"> • Presentations by Cabinet Members • Integrated Performance and Finance Report • Draft Community Strategy Action Plan/Community Strategy Action Plan Monitoring • Annual Efficiency Statement • Scrutiny Development Plan (incorporating response to suggestion from member of the public about the scrutiny process) • Pay and Workforce Development Strategy Monitoring • Monitoring of Comprehensive Area Assessment Preparation Programme • Extent, costs, purposes and value for money of the Council's use of consultants in 2007/08. • An improvement plan for each service area, supplementing the Corporate Plan. • Progress report on the Strategic Service Delivery Partnership. • Work programmes
Scrutiny Review	<ul style="list-style-type: none"> • ICT Services

Other issues

- User Satisfaction Surveys.
- Gender Equality Scheme Monitoring (reported March 2007 6 month/annual).
- Comprehensive Equality Scheme Action Plan monitoring.
- Scrutiny of Police/Crime and Disorder Reduction Partnership.
- Electoral Registration issues - polling station reviews
- Elections Action Plan - Monitoring
- Communications Strategy Monitoring
- Smallholdings Policy (Outcome of Executive Review)
- (Item referred by Audit and Corporate Governance Committee – (30 November 2007) – “ that Strategic Monitoring Committee be requested to review the control of asset management processes and procedures and actions which are taken against officers who do not adhere to these rules”
- Monitoring of Comprehensive Area Assessment Preparation Programme (July and October 2008 and January and April 2009.)
- Post Office Closures
- Comprehensive Equality Policy
- Rose Bank Garden Scheme - reviewing its value for money and whether there were any lessons to be learned for future schemes.
- Analysis of Complaints to the Ombudsman – Planning

Further additions to the work programme will be made as required

Children's Services Scrutiny Committee - Work Programme 2007/08 as presented for consideration on 21 April 2008.

7 July 2008	
Officer Reports	<ul style="list-style-type: none"> • Annual presentation by Cabinet Member (Children's Services). • Review of the Directorate and Service Plan. • Youth Service – response to changes and government initiatives. • Capital Budget Monitoring. • Revenue Budget Monitoring. • Performance Digest. • Racism in Herefordshire. • Behaviour and Discipline Management in Herefordshire Schools – Update on progress against the Executive action plan. • Committee Work Programme.
Scrutiny Reviews	
29 September 2008	
Officer Reports	<ul style="list-style-type: none"> • Capital Budget Monitoring. • Revenue Budget Monitoring • Performance Digest • Committee Work Programme.
Scrutiny Reviews	
8 Dec 2008	
Officer Reports	<ul style="list-style-type: none"> • Capital Budget Monitoring. • Revenue Budget Monitoring • Performance Digest • Committee Work Programme.
Scrutiny Reviews	
30 March 2008	
Officer Reports	<ul style="list-style-type: none"> • Capital Budget Monitoring. • Revenue Budget Monitoring • Performance Digest • Committee Work Programme.
Scrutiny Reviews	

The Scrutiny Review of Transition from Leaving Care to Adult Life is nearing completion. Both this Committee and the Adult Social Care and Strategic Housing Scrutiny Committee have obvious interests in this subject, however, it was agreed from the outset that the resultant report from the review would be reported to Adult Social Care and Strategic Housing Scrutiny Committee with Members of this Committee specifically invited to attend.

The Director has briefly informed the Chairman and Vice-Chairman that scrutiny may be invited to comment on forthcoming issues in respect of the APA Inspection and Directorate Management Structures.

Possible future items on:

- Extended Schools.
- Early Years provision.
- School transport particular reference to Yellow Bus scheme.

In consultation with the Chairman and Vice-Chairman the Director of Children's Services is working up a programme of open seminars for Committee Members based on defined themes.

**Community Services Scrutiny Committee –
Draft Work Programme as presented for consideration on 18 April 2008.**

1st July 2008	
Items	<ul style="list-style-type: none"> • Annual Presentation by Cabinet Member (Economic Development and Community Services) • Directorate and Service Plans • Budget • Performance Monitoring • Action Plans Monitoring: Cultural Services Inspection; Review of how to retain 18-35 yr olds in Herefordshire; Review of Hereford City Partnership; Review of Museums and Heritage Centres. • Broadband provision to the County – Update report. • Consider the Executive’s response to the Scrutiny Review of Tourism • Parish Agreement (as recommended by SMC) • Edgar Street Grid – Update • To consider the Scoping statement for a review of Herefordshire’s Future Economic Policy • To report the findings of the scrutiny review of the agreement with Halo Leisure Trust
Scrutiny Reviews	<ul style="list-style-type: none"> • Scrutiny review of Community and Safety Drugs Partnership
26 October 2008	
Items	<ul style="list-style-type: none"> • Budget • Performance Monitoring • Action Plans Monitoring
Scrutiny Reviews	<ul style="list-style-type: none"> • Herefordshire’s Future Economic Policy • Scrutiny review of Community and Safety Drugs Partnership

Further additions to the work programme will be made as required.

ENVIRONMENT SCRUTINY COMMITTEE WORK PROGRAMME - AT 31 MARCH 2008

9.30am Monday 9th June 2008	
Officer Reports	<ul style="list-style-type: none"> • Presentations by Cabinet Members (Environment & Strategic Housing and Highways & Transportation) • Services Delivery Review – update. • Good Environmental Management (GEM) – End of Year Report. • Herefordshire Travellers' Policy: Executives Response to Scrutiny Review. • Capital Budget Monitoring • Revenue Budget Monitoring • Report on Performance Indicators • Committee Work Programme
Scrutiny Reviews	<ul style="list-style-type: none"> • On-Street Parking Review. • Planning Services Review.
9.30am Monday 15 September 2008	
Officer Reports	<ul style="list-style-type: none"> • Services Delivery Review – update. • Capital Budget Monitoring • Revenue Budget Monitoring • Report on Performance Indicators • Committee Work Programme.
Scrutiny Reviews	<ul style="list-style-type: none"> • On-Street Parking Review • Planning Services Review.

Note:

At its meeting on 31 March the Cabinet Member (Environment and Strategic Housing) reported that work was ongoing in relation to waste issues and that an all member seminar would be held in due course. The Committee would also be invited to comment on proposals and therefore a special meeting may need to be arranged.

Items for consideration as the programme is further developed:

- Scrutinising progress with the Local Transport Plan (LTP2) and any associated issues.
- The effect on Herefordshire of changes to the Single Farm Payments system (e.g. hedge cutting, drainage ditch clearance)
- Implications arising from the 'Better Regulation Agenda' (concerning regulatory inspections and enforcement – within the context of this Committee).
- Any specific issues arising from Council Strategies or Plans.
- Contribute to policy development of LTP3.
- Consideration of revised/reviewed Flood Defence Policy.
- Safety on the A49 and A465 trunk roads – the Director will update the Committee as appropriate.

Health Scrutiny Committee Work Programme 2007/08

June 2008	
	<ul style="list-style-type: none"> • Presentations By Chief Executives of Health Trusts • Stroke Services • Sexual Health • Changes in the Management of Mental Health Services • Reconfiguration of Mental Health Services • Intermediate Care Services • Cancer services • Joint Commissioning Strategy for physical disabilities and updated version of the Joint Commissioning Strategy for mental health services. (with implementation progress reports then to be scheduled). • Workforce plan including training, recruitment and retention issues for the Primary Care Trust, social care and provider organisations in the independent sector; • Strategic Review of Provider Services • Presentation of Breakdown of the Ambulance Trust's performance in Herefordshire • Update on the response to the Committee's review of Communication; • Audiology Service
September 2008	
	<ul style="list-style-type: none"> • Presentation on the structure of the Local Involvement Network and its work programme. • Monitoring of LINK Performance • Strategic Review of Provider Services • provision of services for children with special needs;
	<ul style="list-style-type: none"> •
To be scheduled	
	<ul style="list-style-type: none"> • Elderly Falls Review – Report • Proposals for rolling forward the Local Delivery Plan beyond 2008/09 as prepared for consultation following the publication of the Darzi review.
Scrutiny Reviews	<ul style="list-style-type: none"> • Access to health 1) for ethnic minorities – Scoping Statement • Access to Health 2) Scoping Statement
Other issues	
	<ul style="list-style-type: none"> • Councillors' potential role in managing public expectation within their constituencies
	<ul style="list-style-type: none"> • Proposal to look at the long-term implications for people in the county of having an inappropriate diet.

Further additions to the work programme will be made as required

Adult Social Care and Housing Scrutiny Committee Work Programme 2007/08

	Potentially to be scheduled
Scrutiny Reviews	<ul style="list-style-type: none"> • Transition from leaving care to adult life (final report) • The modernisation of day opportunities for older people (final report)
June 2008	
Items	<ul style="list-style-type: none"> • Presentation by Cabinet Member(s) • Update from Chief Executive of Herefordshire Housing Ltd • Budget • Performance Monitoring • Service Plans • Executive's Response to review of transition from leaving care to adult life • Adult Social Care Fairer Funding – update • Contract Monitoring Arrangements – Executive's Report • Progress Reports arising from future needs of 18-64 year-olds in Herefordshire with mental health problems and physical disabilities. • Workforce Improvements to implement recommendations arising from future needs of 18-64 year-olds in Herefordshire with mental health problems and physical disabilities • Strategic Review of Provider Services
Scrutiny Reviews	<ul style="list-style-type: none"> • Herefordshire Home Point Housing Allocations Policy • Scoping Statement for Review of Support to Carers • Scoping Statement – Transfer from hospital to Home
September 2008	
	<ul style="list-style-type: none"> • Monitoring of progress in integrating ICT systems (See 19 March Recommendations)
December 2008	
	<ul style="list-style-type: none"> • Implementation of Social care ICT solution – progress report (see 19 March resolution) • Joint Commissioning – progress report (see 19 March resolution) • Monitoring of Progress Against Executive's Action Plan in response to Review of Transition From Leaving Care to Adult Life
Other issues	
	<ul style="list-style-type: none"> • Home Care Services • Progress report on implementing recommendations arising from future needs of 18-64 year-olds in Herefordshire with mental health problems and physical disabilities as a whole.

Further additions to the work programme will be made as required