

Agenda

Children and young people scrutiny committee

Date: **Monday 4 February 2019**

Time: **2.00 pm**

Place: **The Council Chamber - The Shire Hall, St. Peter's
Square, Hereford, HR1 2HX**

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

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Agenda for the meeting of the Children and young people scrutiny committee

Membership

Chairperson Councillor CA Gandy
Vice-Chairperson Councillor FM Norman

Councillor CR Butler
Councillor ACR Chappell
Councillor JF Johnson
Councillor MT McEvelly
Councillor A Seldon

Cooptees

Pat Burbidge
Mr A James

Archdiocese of Cardiff
Parent Governor Representative

Agenda

	Pages
<p>1. APOLOGIES FOR ABSENCE</p> <p>To receive apologies for absence</p>	
<p>2. NAMED SUBSTITUTES</p> <p>To receive details of members nominated to attend the meeting in place of a member of the committee.</p>	
<p>3. DECLARATIONS OF INTEREST</p> <p>To receive declarations of interest in respect of Schedule 1, Schedule 2 or Other Interests from members of the committee in respect of items on the agenda.</p>	
<p>4. MINUTES</p> <p>To approve and sign the minutes of the meeting on 29 November 2018.</p>	5 - 8
<p>5. QUESTIONS FROM MEMBERS OF THE PUBLIC</p> <p>To receive any written questions from members of the public. <i>Deadline for receipt of questions is 5:00pm on Tuesday 29 January 2019.</i> <i>Accepted questions and answers will be published as a supplement prior to the meeting. Please submit questions to:</i> councillorservices@herefordshire.gov.uk.</p>	
<p>6. QUESTIONS FROM MEMBERS OF THE COUNCIL</p> <p>To receive any written questions from members of the council. <i>Deadline for receipt of questions is 5:00pm on Tuesday 29 January 2019.</i> <i>Accepted questions and answers will be published as a supplement prior to the meeting. Please submit questions to:</i> councillorservices@herefordshire.gov.uk.</p>	
<p>7. ALTERNATIVE BUDGET PROPOSAL 2019-20</p> <p>Council is required by law to set a balanced budget every year. It is the responsibility of the executive to formulate the documents that form the budget and policy framework of the council and recommend them to Council. The budget provides details of expenditure on local services in the forthcoming municipal year and the forms of income upon which the council relies to provide those services.</p> <p>Alternative budget proposals have been submitted by the It's Our County Group. A copy of the alternative budget to be proposed as an amendment to the substantive budget proposal, and the chief finance officer's statement are attached. The committee is asked to inform and support the process for Council consideration of the proposals by providing constructive challenge and make recommendations and other appropriate comments to the It's Our County Group, and which will be reported to Council.</p> <p><u>Protocol for alternative budgets</u></p> <p>The council's constitution requires that where an alternative budget is being proposed:</p> <ul style="list-style-type: none"> • The proposing group or member must present their proposals to the scrutiny committees. The scrutiny committee will receive a presentation 	9 - 54

from the proposing group or member setting out the proposals in the alternative budget. The presentation from the It's Our County Group is provided in the papers for this meeting.

- The scrutiny committee may make recommendations or other appropriate comments to the proposing group or member. The recommendations of the scrutiny committee to the It's Our County Group will be attached to the alternative budget presented to the budget meeting of full Council.
- Members proposing amendments to budget proposals must have consulted with the relevant director(s) to determine the context and possible consequences of the proposal.
- The chief finance officer must have provided confirmation that the alternative budget meets statutory requirements. The chief finance officer's statement is provided in the papers for this meeting.

8. WORK PROGRAMME REVIEW

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The attached report contains the current work programme of the committee and the recommendation tracker for 2018/19. A proposal for a task and finish group relating to the recent court judgements in respect of Children and Families is set out in the attached report. Responses to the recommendations arising from the dental health/childhood obesity spotlight review and the section 20 task and finish group are contained in the attached report.

9. DATE OF NEXT MEETING

The next meeting of the committee takes place on Monday 4 March at 1.00 p.m. Please note this meeting will be held in the Leominster Multi-Agency Office, Coningsby Road, Leominster, HR6 8LL.

Minutes of the meeting of Children and young people scrutiny committee held at The Council Chamber - The Shire Hall, St. Peter's Square, Hereford, HR1 2HX on Thursday 29 November 2018 at 3.00 pm

Present: Councillor FM Norman (Vice-Chairman)

Councillors: CR Butler, ACR Chappell, Mr A James, AW Johnson, JF Johnson and A Seldon

In attendance: Councillors Shaw, Summers and Swinglehurst

Officers: Chris Baird, Director Children and Families (DCF), John Coleman, Statutory Scrutiny Officer, Liz Elgar, Assistant Director Safeguarding and Family Support (ADSFS), Lisa Fraser, Assistant Director Education Development and Skills and Andrew Lovegrove, Chief Finance Officer (CFO).

39. APOLOGIES FOR ABSENCE

Apologies for absence were received from Mr Burbidge, Councillor CA Gandy and Councillor MT McEvelly.

40. NAMED SUBSTITUTES

Councillor AW Johnson acted as a substitute for Councillor CA Gandy.

41. DECLARATIONS OF INTEREST

There were no declarations of interest.

42. MINUTES

RESOLVED – that the minutes of the meeting of 12 November are agreed as a correct record.

43. QUESTIONS FROM MEMBERS OF THE PUBLIC

No questions were received from members of the public.

44. QUESTIONS FROM MEMBERS OF THE COUNCIL

No questions were received from members of the Council.

45. SCRUTINY WORKING GROUP UPDATE ON LOOKED AFTER CHILDREN COST REDUCTION

The DCF introduced the report of the scrutiny working group (as appended to the agenda) which consisted of two members of the committee and received bi-monthly reports of work that was ongoing to reduce the costs associated with looked after children. During the period that the group was in operation up to 80 children and young

people had been identified who could be supported in different arrangements from care including by special guardianship order and return to parents. The number of looked after children (LAC) in Herefordshire was comparatively high in relation to other Local Authorities. Assessments were being made as to what was best in respect of each child and young person. The savings proposal for 2018/19 had been considered by the group and it was understood that the savings did not relate totally to the reduction in numbers of looked after children through this work alone but concerned broader aspects of service. The savings proposals would continue into 2019/20 and would focus on revising the financial approach to special guardianship.

Councillor Seldon spoke on the report as a member of the working group and thanked the DCF and the head of the service for Looked After Children for the work they had undertaken. The Group had challenged the savings outlined in the Medium Term Financial Strategy (MTFS) during meetings with the DCF and the report was commended to the Executive.

The committee discussed the points below in the debate that followed:

- The committee acknowledged the challenges in recruitment of social workers to local authorities across the West Midlands. The continuing vacancies for social workers in Herefordshire were raised. *The DCF confirmed that recruitment had occurred over the year and that vacancies were now almost full, a number had been recruited through the West Midlands regional approach which was really welcome, but Herefordshire wanted to permanently recruit staff as well as retain the good staff that it has.*
- The committee welcomes those positive elements of the report including the care orders that had been revoked.
- The shortage of places locally for children requiring intensive support was raised which was consistent with a national shortage. *The DCF explained that there was a current initiative in the West Midlands which had seen local authorities join together, under a scheme originating from the Department of Education, to look at increasing local provision for intensive support.*
- The committee requested that future updates concerning performance against the savings proposal should be reported to the committee.

RESOLVED: that future updates concerning performance against the LAC reduction savings proposal added to the committee's work programme.

46. SETTING THE 2019/20 BUDGET, CAPITAL INVESTMENT AND UPDATING THE MEDIUM TERM FINANCIAL STRATEGY

The CFO and DCF introduced the draft budget in relation to the children and families directorate, as appended to the agenda and outlined the presentation published as a supplement ahead of the meeting. The CFO explained the financial circumstances in which the draft budget had been developed and the changes to the income of the Council.

The DCF explained that the majority of spend in the children and families directorate related to placements costs. Spend on the high needs block was also highlighted which was a pressure that the service faced in meeting the cost of providing special educational needs support to children on Education and Health and Care Plans. The pressures on the high needs block had increased significantly for authorities across the country and Herefordshire Schools Forum would consider potential savings proposals. The Council was spending more than was planned for on looked after children placement budget and this was replicated nationally at other local authorities. Projects were being established to investigate alternative methods to meet needs more effectively

earlier to lessen the need for placements. The cabinet had made money available to support the retention and recruitment of social workers during the year which was welcome and had had a positive effect.

The DCF raised the investment that was planned in targeted prevention and ensuring that children make use of universal services and access local community based services where it would help. The investment would also develop proposals for early help and edge of care services and would support greater placement stability. Proposals would be completed and presented to the executive and the cabinet proposal was that other funding rather than base budget would be used to support this work.

The committee raised the points below in the debate that followed:

- The signs of safety practice model was raised and it was queried whether there was any provision in the budget to support the mental health of social workers. The decrease in the number of sick days of staff in the Children's and Families directorate was noted and it was suggested that changes which had produced this effect could be considered in other directorates across the Council. *The DCF explained that sessions had been offered to social workers over the summer but had only attracted a small turn out. Social workers had stated through surveys that they valued supervision and this was recognised that support through supervision was a central element of supporting social workers wellbeing. Increases in recruitment of social workers helped to lessen caseloads and pressure on social workers.*
- The committee queried how people were being signposted to early help services. *The DCF confirmed that the early help service was coordinating family network meetings throughout the county. These involved wider services including housing, police, and advice on accessing benefits. Early help assessments had been introduced and 820 had been carried out. The Assistant Director Education, Development and Skills explained the troubled families programme had been provided through the early help service and had assisted 320 families to realise significant progress.*
- The committee requested detail of the outcomes of the work with Staffordshire and Doncaster when it was available. *The DCF explained that work was just starting, focusing on looked after children and edge of care. A briefing note on progress could be provided.*
- It was queried when business cases for early help and edge of care services would be available. *The CFO explained that the business cases were being worked up and would be available in the future.*
- It was queried whether there would be any savings resulting from joining a regional adoption agency (RAA). *The Assistant Director Safeguarding and Family Support (ADSFS) explained that preparations to join an RAA were at an early stage and any savings that would result from membership would be known at a later date.*
- The potential savings involved in the recruitment of permanent social workers and a reducing reliance on agency staff was queried. *The DCF confirmed that there would be a reduction in cost of having permanent staff in place of agency staff but newly qualified permanent social workers would require greater support from the Council. The ADSFS explained that whilst agency staff continued to be used programmes to recruit permanent social workers continued.*
- The committee queried how the Council was lobbying central government regarding increases in the high needs budget. *The CFO explained that the society of county treasurers had conducted analysis around the high needs block*

funding and had written to the minister about the challenges that local authorities face.

- The committee queried what assurances could be provided of the likely outcomes of the early help services. *The DCF explained that proposals were being developed and were focused on assisting families to help themselves as well as supplementing that with support from statutory services, including those from the Council. The ADSFS explained that the signs of safety model that was being developed with Doncaster was looking at working with willing families and edge of care services.*

The Cabinet Member Children and Families thanked the committee for its considerations and explained the close work that took place between Adults and Children's Services.

The committee agreed those recommendations below.

RESOLVED – That the committee:

- **supports investment in early help, edge of care and placement stability services and requests that business cases are shared with the scrutiny committee when available; and**
- **supports the separate monitoring and reporting of overspends on the LAC budget from the children and families budget.**

47. WORK PROGRAMME REVIEW

The committee received and noted its work programme for the remainder of 2018/19. It was felt that an item should be added to the work programme to look at bereavement service. The inclusion of an item on the work programme would be investigated. The committee also received detail regarding arrangements for the committee in the event that an alternative budget was received.

The meeting ended at 4.15 pm

Chairman

ALTERNATIVE BUDGET PROPOSAL 2019-20

1. OVERVIEW

Themes: Prosperity – Wellbeing - Sustainability

- 1.1. This alternative budget is produced using the following framework of **principles and priorities**:
- Herefordshire is different and special. It is the only truly rural county in England. We need to apply a sympathetic and sensitive approach to the county's stewardship.
 - Community is key. Providing the support and funding to help people to help themselves keeps communities strong and builds resilience.
 - The council must recognise and provide leadership in its response to global and local trends in environmental and demographic pressures
 - This council represents the whole of Herefordshire. Our city and market town parish councils, and the parishes within each of their immediate localities, are an important network of partners for maintaining and growing a strong and sustainable Herefordshire.
- 1.2. As regards the **Revenue Budget**:
- For financial year 2019-20 we shall work within the funding envelope of the Administration's draft budget to deliver a prudent but re-prioritised work programme.
 - This budget has been developed in conjunction with other opposition and outside stakeholder groups who have worked co-operatively with It's Our County.
 - We support those aspects of the Administration's budget which work with and build upon the strengths of Herefordshire.
 - We also support those aspects which follow best practice guidance and are underpinned by sound evidence.
 - Given the constraints on us as regards to time and access to resource during this budgeting process, we have not made amendments to the base budgets as proposed for each Directorate by the Administration.
- 1.3. As regards the **Capital Programme**:
- For financial year 2019-20 we shall work within the funding envelope of the Administration's draft budget to deliver a prudent but re-prioritised work programme.
- 1.4. We wish to signal our preference for a number of material changes in policy direction and priority which we would wish to implement with effect from May 2019.
- 1.5. We also wish to make clear to the people of Herefordshire that we believe this alternative budget represents a more sustainable and sympathetic balance of plans and policies for Herefordshire and the people who live here and the budget proposed by the Administration.
- 1.6. **Council Tax for 2019/20** – We support the Administration's proposal to increase

council tax charges by 4.9%, inclusive of a 2% adult social care precept and the commitment to deliver savings of £3.9m.

- 1.7. However, we are disappointed that, once again, the public consultation feedback received regarding budget priorities has not been fully taken into account.

2. INCOME SOURCES

- 2.1. The scope to produce a detailed alternative budget while in opposition is limited by our own ability, as councillors, to access and interpret detailed information within the timescales required by the budgeting process and the scrutiny requirements as determined by the Council's Constitution.
- 2.2. Consequently, we have proposed investments in improving the resilience and sustainability of communities and council services, and changes in spending priority in 2019/20 whilst retaining the base budgets of the Directorates at the levels already proposed by the Administration.
- 2.3. Our investments are funded by monies from the following sources:

Additional Income 2019-20	£000
RSD Grant	1,008
Business Rates	493
Council Tax Base	343
New Homes Bonus	147
RSG	4
ASC Grant	5
Total	2,000

3. ECONOMY AND PLACE DIRECTORATE

Planning

- 3.1. **Core Strategy:** Over the last 12 years of this Administration, the council has failed to deliver on its targets for growth in house building. As a consequence, the county is unable to demonstrate a 5-year housing land supply and communities across Herefordshire are being subjected to applications for unplanned housing from developers.
- 3.2. We propose to invest **£250k** in strategic planning resource to bring forward the revision of the council's Core Strategy/Local Plan to start immediately after the local government elections in May 2019.
- 3.3. This revision will include:
- Achieving a more equitable balance of investment in community infrastructure between the city, market towns and growth villages.
 - Ensuring that suitably sized employment sites are both deliverable and delivered in each of the market towns.
 - Reducing the 2011-2031 housing target for Herefordshire to align with the growth target which was assessed by government in 2015 – or with the imminent new target expected to be still lower - as delivering appropriately

proportionate growth for the county.

- 3.4. Additionally, we are keen that this Council begins to work in genuine partnership with Hereford City Council on the city's transport and planning issues. To this end this alternative budget proposes to invest **£100k** in 2019 to commence the work needed to identify and **save a land corridor to retain the option for an eastern city river crossing** to be built in the future.
- 3.5. We will **increase and accelerate the delivery of affordable and social housing** in Herefordshire. To do this we shall use the Keepmoat strategic development partnership to implement an approach to housebuilding which echoes, but also takes the lessons learned from, the approach taken since 2011 by the Sheffield Housing Company – a partnership between Sheffield City Council and Keepmoat which builds high build quality, sustainable, spacious, energy-efficient, accessible social/affordable housing
[\[www.sheffieldhousingcompany.co.uk/home/quality_assured\]](http://www.sheffieldhousingcompany.co.uk/home/quality_assured)
- 3.6. Housing built through this partnership on publicly owned land will deliver a significantly greater percentage of affordable/social housing than is given as the target in the Place Shaping Policies of the Core Strategy relevant to each development.
- 3.7. We propose that the ownership of this affordable/social housing will be retained by Council and its management contracted out to existing social housing landlords.
- 3.8. This will begin to address the significant shortage of affordable housing available to local people in Herefordshire. It will also generate a sustained income stream for the Council and will build the Council's capital asset base whilst create assets against which the Council will be able to borrow, if necessary, in the future. These developments are already planned to be funded by borrowing and a portion of the income generated will be used to service this debt.

Transport

- 3.9. **City Packages:** We will **prioritise the delivery of all the sustainable and active travel measures** in the Hereford Transport Package which can be implemented independent of any road-building, as already identified by the Council's consultants. This approach aligns with Department for Transport guidance and with the implementation hierarchy in the council's own adopted Local Transport Plan.
- 3.10. Implementing these measures, alongside improvements we propose in the commissioning of-better public transport at peak travel times and piloting 'lights out' schemes at key pinch points within the city (see Traffic & Travel Measures below), will, it is confidently anticipated, deliver immediate improvements in city travel conditions.
- 3.11. Following the implementation of these schemes, city traffic conditions will be evaluated to inform the need and business case for any further road infrastructure improvements around the city.
- 3.12. This re-ordering the delivery of these projects within the existing transport packages will be 'budget-neutral' and would be notified and agreed with all relevant funding bodies.
- 3.13. **Traffic and Travel Measures:** We wish to achieve a better balance between investment in city travel and traffic measures and investments addressing issues elsewhere in the county.

- 3.14. As regards measures within the city, Highways England has previously offered to **fund ‘lights out’ and other alternative traffic management trials** within the city at some of the peak travel time traffic pinch-points.
- 3.15. We will invest **£50k** in traffic planning resource to explore the scope and opportunities to revisit the subject of these trials in the city.
- 3.16. A proportion of the vehicle traffic entering the city from the north on the A49 is understood to be through traffic heading for South Wales or the motorway network via the M50.
- 3.17. We will invest **£100k** to engage with Highways England and adjacent local Highways Authorities to **improve signage informing A49 traffic** of route options via the A417 from Leominster to the M50 at Ledbury and M5 at Worcester.
- 3.18. These stretches of A-road have benefitted from considerable investment during 2018 and will be able to deliver traffic efficiently to the motorway network thereby removing unnecessary through-traffic from the city and the A49 south of the city.
- 3.19. The NMiTE University project has become central to the Administration’s plans for the county’s economic growth and regeneration/investment in the city. The university proposes that its students will travel within the city by active and sustainable means and will not use their own vehicles.
- 3.20. We will re-prioritise existing highway engineering consultancy resource to provide advice on **additional sustainable transport solutions, including light rail and tram systems for the city**, which are aligned with current and emerging best practice and which support the emerging requirements of the new university. This re-direction of resource will be ‘fiscally-neutral’.
- 3.21. NMiTE have indicated that the university would be keen to provide research support to the council’s exploration of future engineering solutions to people transit systems in the city.
- 3.22. **School and Public Transport:** It is well recognised that the county’s road system is very much less congested during the school holidays. We will invest in measures which to reduce the excessive numbers of school travel journeys taken in private vehicles.
- 3.23. The Sustainable Schools National Framework states Government’s target for every school to be sustainable by 2020. In this framework a travel and transport target is set for “all schools to be models of sustainable travel where vehicles are used only when absolutely necessary and facilities for healthier, less polluting or less dangerous modes of transport are exemplary.”
- 3.24. The council is required by law to produce a Sustainable Modes of Travel to School Strategy (SMOTS) for school transport. Herefordshire has only recently complied with this statutory requirement (www.herefordshire.gov.uk/info/200136/travel_and_transport/220/local_transport_plan/3).
- 3.25. However, the Council’s 2018 strategy was not informed by up-to-date school travel plans from across the county because these plans either do not all exist or have not been produced in a consistent manner. Consequently, the existing SMOTS is not shaped by a comprehensive view of the specific local issues which inhibit accessibility, influence travel behaviour and should inform the delivery and location

of council transport services.

- 3.26. We will invest in additional school travel planning resource **£100k** to develop an integrated and consistent approach to the **creation/update of school travel plans** for all schools in the county during 2019. These new plans will inform the update of the SMOTS in 2020 and this will, in turn, inform the update of the Core Strategy.
- 3.27. The Administration already plans to invest in procuring bus route modelling software to assist in the re-procurement of services. The coherent approach to school travel planning will also be able to inform the extension of option modelling for school transport/public transport services.
- 3.28. We will invest **£100k** to fund this **extended school transport/public transport modelling**, with the aim of extending access to bus and other sustainable modes of travel at peak travel times, thereby significantly reducing the amount of private vehicle journeys during the school year on the county's roads.
- 3.29. **Rail:** Herefordshire is served by three rail franchises Transport for Wales (TfW), West Midlands Rail and Great Western Railways, being managed by WMR & TfW. All the county's rail network lies on the extreme edge of these franchisee networks. In Shropshire TfW operates request stops north of Shrewsbury which enable rural communities to benefit from rail connectivity otherwise not available to them.
- 3.30. Hereford Civic Society and local transport user groups have suggested that the county is not making best use of the opportunities for the reinstatement of similar halts to serve growth villages along existing rail routes.
- 3.31. We will invest **£50k** to engage with rail operators to explore the **opportunities for rail request stops** and associated mini-parkway pick-up points to enable commuters and businesses to access our rail network. This work will also support and inform the revision of the Core Strategy.
- 3.32. **Car Parking:** The Council's car parking service delivers annually a significant net income. The Government does not allow councils to make a profit from the operations of their services. It is a legal requirement that this net income is spent supporting services directly related to transport and people movement.
- 3.33. We propose, as a change of approach, that the Council engage directly with the city and market town councils to agree priorities for the way in which the net revenue delivered by the county-owned car parks located in urban areas is spent on local services. This will not involve any increase in parking charges.
- 3.34. We propose that information about the **agreed mix of services supported by car park revenue** in each population centre will be publicised on signage in each car park when the signage is next updated.
- 3.35. This improved consultative and partnering approach with the county's urban parish councils will not have a financial impact on the budget
- 3.36. We also propose that **city and market town councils are given the opportunity to share in the future net income from their local car parks**. This will assist these councils to take on additional service provision themselves which falls within the statutory spending remit of this funding source.

Sustainability

- 3.37. One of the special things about this county is its wonderful natural environment.

Due to our sparse and evenly distributed population, and the small scale and mixed nature of our traditional agricultural base, Herefordshire is the only county in England to meet the European definition of 'Rural'.

- 3.38. We have two designated Areas of Outstanding Natural Beauty in the county – Wye Valley and Malvern Hills, and our landscape feeds two major rivers– the Lugg and the Wye.
- 3.39. We make a number of proposals which aim to address issues of the county's rurality and the opportunities offered by our natural and environmental resources.
- 3.40. We propose to signal our intention for this Council to **place the strategic priority of 'sustainability' on a par with its existing priorities of Prosperity and Wellbeing**; and for Sustainability to be a 'lens' through which all the Council's service delivery, and its own operation, are viewed and reviewed. Consequently, we propose the following investments:
- **£25k** in additional resource to **explore options for investment in solar and water power projects** in partnership with social housing landlords, development partners, third sector specialists, community land trusts and WM Energy.
 - **£25k** in additional resource to **explore options for coordinated woodland management, and coordinated biomass waste stream management**; alongside the business case for a Herefordshire based wood pellet production plant and the feasibility of generating energy/district heating from biomass waste.
 - **£15k** additional funding to cover the small additional cost of **purchasing all council and school energy entirely from renewable sources** with effect from 2019-20.
 - To use existing resource in partnership with third sector, charity and partner organisations **to promote the waste hierarchy** of: 1: Reduce, 2: Reuse, 3: Recycle, and to generate additional income for local charities and community groups through 'reuse' initiatives.
 - To use existing resource to work with partners to **increase the Council's recycling performance** from the current 40% to national average of 50% by 2020 and 65% by 2025.
 - **£35k** to prepare for the implementation of an **urban area pilot of commercial curb-side green waste collection**.
- 3.41. **Waste Management and Energy Generation:** The county's natural assets support and drive a strong tourist economy. However, we believe that there is much more that could be done to work in sympathy with these assets to benefit local communities, to increase the county's resilience to economic and environmental pressures and to generate new income streams for the Council:
- Studies contained in the Core Strategy evidence base indicate that the county has a significant and currently under-utilised capacity to generate biomass as an energy source for individual and district heating systems.
 - The county's water resources offer the potential for hydro and heat pump energy projects.

- The significant affordable/social housing planned for development on the county's strategic housing sites offers scope for using roofs for the creation of large-scale distributed solar arrays.
 - Intensive poultry production, and local food and drink industries all create significant levels of biomass waste, not all of which is currently being processed local to its source, or in a coordinated or low-impact manner.
 - The Council is an owning partner in West Midlands Energy, a company already specialising in the energy sector.
 - The Council has also recently entered into a strategic development partnership with Keepmoat and its project partner Engie, both of which have track record in delivering energy and heating projects alongside housing and other types of development.
- 3.42. **Climate Emergency:** We support the initiative already shown by councils, including Bristol, London, Forest of Dean, Brighton, Frome, Isle of Wight, Bradford, Kirklees, in **recognising our global climate emergency**.
- 3.43. The Council has been committed for some time to a carbon reduction target of 80% by 2050. The improvements delivered to-date by the Council itself and through partners, business and individuals' own actions has broadly kept pace with the trajectory needed to meet the original target.
- 3.44. However, we believe that in the face of more up-to-date assessments of the rate and current/likely future effects of climate change, this target is now too relaxed and needs to be revised as a matter of urgency.
- 3.45. We will challenge the Council to identify the measures and actions which it can deliver, working with partners and local stakeholders across all sectors to achieve an 80% reduction in 1990 carbon emission figures for Herefordshire by 2035. We propose to use existing resources to input to an update of the Teeconomy Reports produced for Herefordshire in 2013 (<https://hgnetwork.org/mdocuments-library>).

Economic Development

- 3.46. Given this Council's inability to grow income from business rates and Council tax at the rate necessary to offset the loss in revenue support grant from Government, it is essential that further efficiencies and new and sustainable income sources are identified to continue to control and support the Council's service provision in this very difficult financial context.
- 3.47. It is also important that the council uses its community leadership role and its buying power to increase the pace at which improvements in prosperity, wellbeing and sustainability are achieved throughout the county.
- 3.48. **Progressive Procurement:** Significant progress has been made by some local authorities (Manchester & Preston City Councils) in developing what has been termed 'Progressive Procurement' practices which involve local authorities making a policy decision to circulate public money tightly within the local economy by procuring services and supplies locally.
- 3.49. These authorities also encourage and enable their partners to do likewise. In Preston and Manchester these progressive procurement partners include: District/Borough/Parish Councils, Healthcare Providers, Police, Colleges, Schools, Universities, Housing Associations, Third Sector.

- 3.50. This positive choice to spend locally has had a rapid and significant effect on the local economy, leading to business growth, increased export of services, additional employment, new business start-ups. Councils also adopting variants of this approach already include Birmingham, Oldham, Salford, Kirklees, Islington, Enfield, Southampton, Wakefield and Bristol
- 3.51. We propose that this Council commits in 2019 to implement its own progressive procurement policy, taking into account learning and best practice developed by pioneering councils elsewhere. We also propose that the Council encourages business and community partners to make similar commitments to progressive procurement practices.
- 3.52. This is a change to the approach to procurement and is anticipated to be fiscally-neutral in 2019-20.
- cles.org.uk/press-releases/manchesters-progressive-procurement-enables-growth-and-tackles-poverty/
<https://www.preston.gov.uk/thecouncil/the-preston-model/preston-model/>]
- 3.53. We propose to review service income targets in all Directorates early in 2019/20 and to direct all additional income to general reserves in-year.
- 3.54. **Working with Parish Councils:** We welcome the Council's embryonic efforts to implement our longstanding requests for better communication and improved partnership working with parish councils across the county. We support the continuation of Parish Council Summits and propose to increase the number and effectiveness of these events in future years.
- 3.55. Related to this, we will initiate bespoke sessions to engage with the city and market town councils to facilitate closer working, improve communication, initiate deeper dialogue on local service priorities and to explore options for mutual support, and shared future service delivery.
- 3.56. We propose to allocate **£50k** to fund improvements in these important working relationships.

4. CHILDREN AND FAMILIES' WELLBEING DIRECTORATE

- 4.1. **Looked-After Children** – This is an area of significant concern. Despite the implementation of a number of action plans to bring this budget under control; since 2011/12 expenditure in Children's Wellbeing has exceeded budget by more than £10m over the period. The majority of this overspend has repeatedly been in the Looked-After Children area.
- 4.2. Herefordshire continues to exceed national averages in the areas of children at risk of physical/emotional abuse and neglect. The county also has higher than average incidences of domestic violence, drug and alcohol abuse amongst adults which combine to cause and exacerbate to the risks to children exposed to these behaviours and their consequences.
- 4.3. The Council has a high level of case referrals from partner organisations and yet, following investigation, a large proportion of these are considered not to require any action. Even so, Herefordshire has more children under social worker supervision

and in care than our population indicates would be expected.

- 4.4. We recognise that there is much good work going on in this area and many very dedicated and committed staff working in the directorate. However, the Council continues to have difficulty recruiting and retaining social workers. Aspects of our Children's Services have been too often judged 'inadequate'; and in 2018 the Council was subject to three seriously critical High Court judgements on the treatment of young people in our care.
- 4.5. The recent move to accentuate this directorate's responsibility for 'families' provides an opportunity to implement award-winning improvements to family services proven in other authorities.
- 4.6. A family-centred approach to supporting vulnerable children and their families, developed in Hertfordshire, has subsequently been rolled out in Luton, Peterborough, Bracknell and West Berkshire.
- 4.7. The outcomes achieved in Hertfordshire were very positive and were experienced across the whole care service spectrum:
 - 49% reduction in children on protection plans,
 - 66% reduction of domestic abuse call outs by the police,
 - 53% reduction in adult A&E admissions and
 - 36% improvement in school attendance.
- 4.8. We will invest **£150k** in 2019/20 to secure access to the resources and consultancy necessary to produce a business case and implementation plan for **transitioning Herefordshire to the Hertfordshire family-centred support model**. Additional funding options to support the transition will also be identified.
- 4.9. **Preventative Measures for Family Wellbeing:** While preparing to implement the Hertfordshire model, there are investments which can be made sooner to strengthen preventative support services and thereby reduce future costs.
- 4.10. We propose the following investments:
 - An additional **£70k** to **support Child and Adolescent Mental Health Services (CAHMS)** particularly aimed at support in schools.
 - **£270k** for **social services support to a pilot group of schools** in areas of identified need. The intention here is to capture, build on and extend best practice already developed in Herefordshire schools which delivers **non-threatening edge of care interventions** and family support by non-social workers at the school environment. Such early interventions and support to families with 'stress indicators' picked up by schools will reduce the number of referrals or more serious interventions in future.
 - **£50k** to provide local government funding contributions to support **arts/creative projects for disadvantaged and vulnerable young people** to be led and delivered by arts organisations within Herefordshire's broad creative/cultural sector.
- 4.11. **Teenager Respite:** Whilst we support the recent initiative taken by the Administration to make a market-shaping intervention in the adult care sector with a capital investment for a high dependency facility at the council-owned Hillside

Centre. However, there has been a 100% increase in the forecast cost of delivering the facility since it was originally proposed for approval as a new capital project in July 2018.

- 4.12. We believe that it is potentially discriminatory to make this intervention to provide specialist facilities which the market is failing to deliver, when the Council has failed to provide a similar investment to respite facilities for high dependency and special needs young people, following the closure of the NHS-owned facility at No.1 Ledbury Road.
- 4.13. We will invest **£50k** to fund discussions with adjacent authorities in Worcestershire and Gloucestershire, and with families, to scope the need and to develop a business case for capital investment to **create a high support teenage respite facility** at a location suitably accessible to families from the three counties.

5. ADULTS AND COMMUNITIES DIRECTORATE

- 5.1. Adult social care is the second area of major statutory spending by Herefordshire Council. As a percentage of the population, the number of older people living in Herefordshire is considerably greater than the national average and this disparity is increasing. Government policy, funding pressures and changes in professional practice are putting greater emphasis on care in the home and in giving service users choices in personal care.
- 5.2. **Wellbeing Hubs:** We support the Administration's efforts to pilot Community Wellbeing Hubs in Kington and Leominster over the last three years. We consider their extension throughout the county is important, to strengthen community resilience and to grow community capability.
- 5.3. We will invest **£70k** to support the accelerated roll-out of the Wellbeing Hub initiative to other market towns as is considered most appropriate for the local context.
- 5.4. **Creative and Cultural projects:** Herefordshire has a strong creative and cultural sector. It is recognised that engagement in cultural and creative activities has a hugely positive effect, particularly for disabled, disadvantaged and vulnerable people. The Courtyard is already recognised internationally for its exceptional and pioneering work in this sector, but it has had its revenue support from the Council completely cut.
- 5.5. The cultural and creative sector regularly achieves more than a x10 gearing from other funding sources for every £1 from a local authority. But even a modest Council investment can be vital to the sector as a pre-condition for access to other funding sources.
- 5.6. Working alongside organisations who are developing a Cultural Strategy for Herefordshire we will invest **£150k** to provide local government funding contributions to support **arts/creative projects for disadvantaged and vulnerable older people** to be led and delivered by arts organisations within Herefordshire's broad creative/cultural sector.
- 5.7. **Community Transport:** The Administration has been signalling for some time that it will be withdrawing funding from Community Transport providers in 2019/20.

However, it remains the case that with the contraction of rural public transport services elderly people, particularly in the county's most rural areas, have very limited options to assist them in travelling to access essential services.

- 5.8. We remain concerned that without affordable Community Transport, vulnerable adults and older people - particularly in rural areas – will suffer increasingly from isolation and loneliness which is known to exacerbate or increase the likelihood of mental and physical health problems.
- 5.9. We will invest **£250k** to support the provision of **targeted Community Transport** options to enable people living to access wellbeing hubs, creative projects, local initiatives and social activities intended to combat isolation and loneliness.
- 5.10. **Digital Strategy:** There is rapid progress being made in the consumer electronics and technology markets to produce a range of internet enabled household and wearable devices. These have the potential to provide significant changes to the way that consensual health monitoring and care is delivered in the home and other more high-dependency environments.
- 5.11. The Council needs a plan for the adoption and future use of this ubiquitous technology, which offers potential to transform the delivery of care services and to support the Council's statutory public health and safeguarding responsibilities.
- 5.12. We propose to invest **£40k** to **develop an Adult Social Care Services Digital Strategy** and to integrate this with transformation plans for service delivery and the Council's overarching Digital Strategy.
- 5.13. **Sustainable Rural Housing for Older People:** Increasing numbers of older people living in rural communities are finding it necessary to move into towns as it becomes impossible for them to remain in the housing available to them in their communities.
- 5.14. The county has more Neighbourhood Plans in development than any other authority in England and has already identified growth villages in its adopted Core Strategy which are believed to possess the service infrastructure to represent sustainable communities.
- 5.15. We propose that the Neighbourhood Plan process and the update of the Core Strategy are used to challenge rural communities and designated growth villages to identify sites suitable for **the development of purpose-built clusters of older persons' housing**. These developments would be required to be built to high standards of energy efficiency and fitted with health monitoring and IT facilities aligned to the Council's adopted Digital Strategy. Making them affordable to live in as well as to buy.
- 5.16. Community Land Trusts, Parish Councils and Community-Owned Housing Associations will be encouraged to invest in the development of these residential clusters to enable people to remain living in and cared for by their communities. Ideally these developments would be managed by Community Trusts with properties leased or sold under buy-back agreements to retain ownership in the local community.

6. SUMMARY

- 6.1. The investments outlined in this document result in the following proposed changes

to the Directorate budgets which balance at council level:

		Adults & Communities £000	Children & Families £000	Economy & Place £000	Central £000	Total Revenue £000
Additional Income 2019-20		56,675	27,185	42,201	22,926	148,987
Rural Services Dev't Grant						1,008
Business Rates						493
Council Tax Base						343
New Homes Bonus						147
Revenue Support Grant						4
Adult Social Care Grant						5
Total						150,987
	Paragraph					
Core Strategy Update	3.02			250		250
Eastern city river crossing	3.04			100		100
Traffic planning resource	3.15			50		50
Improved A49 signage	3.16			100		100
Travel planning resource	3.26			100		100
Extend school transport modellin	3.28			100		100
Rail operators options	3.31			50		50
Solar & waste power	3.40			25		25
Biomass waste management	3.40			25		25
Buy 100% Renewable Energy	3.40			15		15
Green waste collection pilot	3.40			35		35
Parish council joint working	3.56			50		50
Hertfordshire 'Families' model	4.08		150			150
Extra CAHMS support	4.10		70			70
School gate family support pilot	4.10		270			270
Arts/creative projects	4.10 & 5.06	150	50			200
Teenager Respite Care options	4.13		50			50
Wellbeing Hubs roll-out	5.03	70				70
Community Transport Services	5.09	250				250
Digital Strategy for Telecare	5.12	40				40
Total additional spend		510	590	900	-	2,000
Shadow Budget		57,185	27,775	43,101	22,926	150,987

- 6.2. Any further investment which needs to be made as a consequence of the pilots, investigations and option studies invested in during 2019/20 will come forward for consideration in the context of the Council's policy and priorities in future years of the plan.
- 6.3. We believe our proposals outlined in this document and accompanying MTFs will deliver improvements in the county's health, wealth, resilience and sustainability.

Appendix: Medium Term Financial Strategy – with proposed amendments

Alternative
Medium Term
Financial Strategy
2019/20 – 2021/22

Alternative - Medium Term Financial Strategy

Alternative

This alternative medium term financial strategy (MTFS) outlines the measures Herefordshire Council has taken since 2010 to deliver savings, and describes the 2019/20 budget proposal and financial forecasts up to 2021/22 with It's Our County and other political and interest groups would take forward following the May 2019 local government elections.

Themes: Prosperity – Wellbeing - Sustainability

This alternative budget is produced using the following framework of principles and priorities:

- Herefordshire is different and special. It is the only truly rural county in England and it needs a sympathetic and sensitive approach to its stewardship.
- Community is key. Providing the support and funding to help people to help themselves keeps communities strong and builds resilience.
- The council must recognise and provide leadership in its response to global and local trends in environmental and demographic pressures
- This council represents the whole of Herefordshire. Our city and market town parish councils, and the parishes within the localities, are important partners in maintaining and growing a strong and sustainable Herefordshire.

As regards the budget itself:

- For financial year 2019-20 we shall work within the funding envelope of the Administration's draft budget to deliver a prudent but reprioritised work programme.
- This budget has been developed in conjunction with other opposition and outside stakeholder groups who have worked cooperatively with It's Our County.
- We support aspects of the Administration's budget which work with and build upon the strengths of Herefordshire.
- We support aspects of the Administration's budget which follow best practice guidance and are underpinned by sound evidence.

We wish to signal a number of material changes in policy direction and priority which we will implement if we are in a position to do so following the May 2019 elections.

We also wish to make it clear to the people of Herefordshire that It's Our County, in cooperation with other groups currently in opposition on Herefordshire council, are an administration in waiting and have a shadow team ready and able to take these more sustainable and sympathetic plans and policies forward to the betterment of Herefordshire and the people who live here.

Introduction

The Medium Term Financial Strategy (MTFS) outlines the measures Herefordshire Council has taken since 2010 to deliver savings, and describes the 2019/20 budget proposal and financial forecasts up to 2021/22.

Rising to the financial challenge

Central government introduced measures in 2010 which has seen a reduction in the revenue support grant from £60.1m in 2011/12 to £5.3m in 2018/19 (reducing further to £0.6m in 2019/20). Over the same time period council services have seen increasing demand, particularly for adult social care and looked after children.

The council has risen to this financial challenge, by:-

- Delivering substantial savings of £90m
- Delivering services differently
- Increasing its financial reserves
- Consistently delivering balanced budgets

This has been achieved by the council:-

- Delivering organisational efficiencies including consolidating staff in fewer buildings, reducing the number of staff including agency staff, and introducing staff mandatory unpaid leave days
- Changing models of service delivery to focus on self-help, and early help and intervention to reduce the demand for higher cost interventions
- Reconfiguring household waste collection and grass cutting services
- Expanding the use of technology to enable people to contact the council through the website at a time that suits them, with a reduction in the need for face to face and phone contact to use resources for people who need them most
- Supporting greater community involvement in services such as community libraries, litter picks, environmental and bio-diversity initiatives
- Maximising commercial opportunities ensuring where possible, fees are set at levels which secure full cost recovery, and exploring further income generation from fees and charges, for example car parking
- Reviewing the council's smallholdings estate

At the same time the council has:-

- Significantly improved adult social care client satisfaction
- Worked with external partners to produce a business case which secured £23m of government funding to establish a new university in Hereford
- Delivered a new livestock market and a privately funded retail and leisure development on the old livestock market site
- Progressed plans for a by-pass for Hereford city and delivered major infrastructure improvements to the city and county road network
- Opened the new Hereford City Link Road which provides development opportunities for business, residential and public sector organisations.
- Successfully delivered the Hereford Enterprise Zone, creating over 600 jobs
- In partnership with Worcestershire County Council opening a new energy from waste plant
- In partnership with Gloucestershire County Council implementing the 'FasterShire' programme delivering broadband to 80% of the county

2019/20 budget proposal

Alternative

Our alternative MTFS proposes a balanced budget for 2019-20 which will be delivered within the financial envelope already proposed for the administration's budget.

The MTFS proposes a balanced 2019/20 budget achieved by increasing council tax charges by 4.9%, inclusive of a 2% adult social care precept and committing to delivering savings of £3.9m.

2019/20 savings requirement	Total
	£'000
Workforce and service delivery savings	837
Maximise income generation	100
Manage inflation and secure contract efficiencies	200
Efficiency savings	630
Reduced cost of transport	225
Phased removal of subsidies to parish councils	100
Waste & Sustainability	30
Savings in museums and archives	250
Accommodation strategy savings	360
Procurement savings	500
Public realm savings	200
Base budget realignment	500
TOTAL	3,932

Going forward

Alternative

Our MTFS demonstrates how this Council could better utilise its financial resources to address the risks and challenges facing people and businesses by working in a manner which is more in sympathy with the strengths of the county.

This alternative view delivers a more sustainable approach to the operation of the council, while reinstating preventative services and creating new income streams through the resilient use of publicly owned assets.

The council is recognised as being in a relatively secure financial position over the medium term which provides a platform to realise the county's ambitions.

It has increased its revenue reserves in recognition of the challenges yet to come. There are changes anticipated to national funding of local government which we are continuing to assess the impact of. We have growing demographic pressures, particularly relating to adult social care and children with disabilities, and the council needs to address the barriers to growing our economy.

The latest external audit opinion concluded that the council is financially sustainable for the foreseeable future. This MTFS demonstrates how the council will continue to utilise its financial resources to support its corporate plan objectives and realise its ambitions.

DRAFT

1. Overview

- 1.1. The council's gross annual revenue expenditure is in the region of £340m, this is funded by a combination of council tax, business rates, specific grants, rents, third party contributions and income from sales, fees and charges. Approximately £80m is ring-fenced to schools. This leaves the council with around £260m to meet its wide range of statutory requirements and to meet the needs of our residents, businesses and communities.
- 1.2. The council's capital expenditure on its physical assets is separate from revenue expenditure on day to day services and totals approximately £50m each year. This expenditure is funded from a combination of specific grants, third party contributions, capital receipts from sale of assets, contributions from the Local Enterprise Partnership and borrowing.

2. Medium Term Financial Strategy

Alternative

In balancing the challenge of the council's rurality and particular demographics, we propose that the Council does more to support communities and individuals to live independent, safe and healthy lives.

We recognise the need for our urban areas, villages and rural communities to develop in ways which are in sympathy with their local circumstances and ambitions. The Council has made too many cuts to preventative services and has under-delivered on its inflated plans for income growth from council tax and business rates. The whole county is now facing increasing pressures dealing with the consequences of these decisions.

We propose to focus investment in sustainable and resilient local infrastructure by applying current and emerging best practice in planning, design and engineering. We also propose to use public property and public money to increase, rather than to deplete, the council's asset base.

- 2.1. This Medium Term Financial Strategy (MTFS) covers the financial years 2019/20 to 2021/22 and demonstrates how the council will maintain financial stability, deliver efficiencies and support investment in priority services, whilst demonstrating value for money and maintaining service quality.
- 2.2. 2020/21 onwards is currently an estimate as we are awaiting the outcome of the next Government comprehensive spending review.
- 2.3. Herefordshire's key priority areas are:
 - **enable residents to live safe, healthy and independent lives**
 - **keep children and young people safe and give them a great start in life**
 - **support the growth of our economy**
 - **secure better service, quality of life and value for money.**

- 2.4. This MTFS contains progress on the financial challenges the council faces alongside the increasing demands for services. There are higher costs associated with the county's rurality and demographics. The council aims to balance this challenge by supporting independent, safe and healthy lives.
- 2.5. The Council continues to provide value for money service delivery and aspires to bring sustainable prosperity and well-being for all.
- 2.6. During this MTFS period the funding of council services will change significantly. Central government is leading a fair funding review and local rate retention will become live as we await the next comprehensive spending settlement which is due in the spring of 2019.
- 2.7. The council recognises the need to grow and has plans for new homes throughout the county, new employment opportunities, infrastructure and supporting the establishment of a new university.

3. Financial outlook

Alternative

This Council still does not have all of its accounts signed off by the external auditors and the reasons for this have not been disclosed. We will seek to address this matter as soon as we are able.

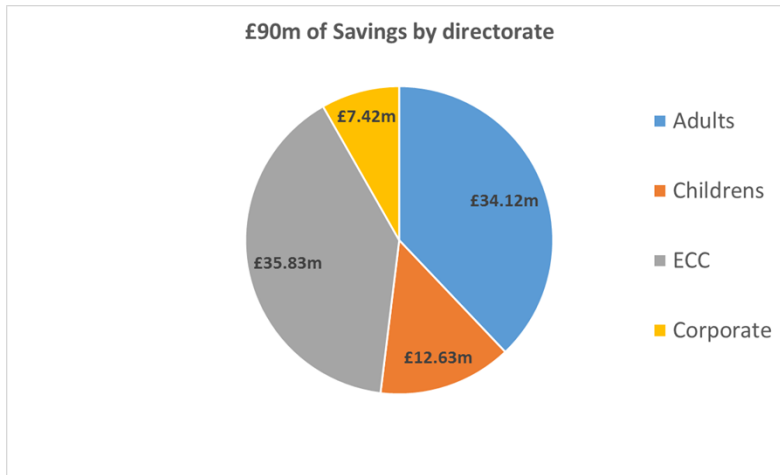
Areas of poor professional and management practice and governance failures have been revealed through high court judgements against the council and publicity over huge budget overspends.

We propose to increase knowledge about the extent of the assistance available to the bedrock of our local economy – small, medium and micro-business enterprises.

We shall also consult on what support is wanted in the city and market towns to maintain and enhance the economic health and resilience of their designated primary/secondary retail cores, and their employment areas.

- 3.1. The MTFS extends the time period under review to include 2021/22. This continues with the longer-term planning approach that is now well embedded in the Council's strategic financial management arrangements. As core government funding disappears in 2020/21, the council will become increasingly self-reliant upon local resources, council tax and business rates. Although the latter is in itself an uncertain funding source at this time.
- 3.2. By the end of 2018/19 the council will have made ongoing savings of circa £90m over the last ten years. This has involved taking some difficult decisions about the delivery of services; however the approach of long term planning supported by strong governance and a delivery focus across the whole council has meant that savings

have been delivered on time or slightly ahead of time. This past strong performance in this area cannot be regarded as a guarantee for the delivery of savings in the future, and there is a need to avoid complacency.



3.3. As well as meeting the councils legal responsibility to set a balanced budget, the benefits of long term financial planning are:

- Ensuring resources are allocated to the council's priorities,
- Improving value for money,
- Maintaining financial stability
- Managing significant financial risks.

3.4. The medium term financial strategy is underpinned by the following key principles:

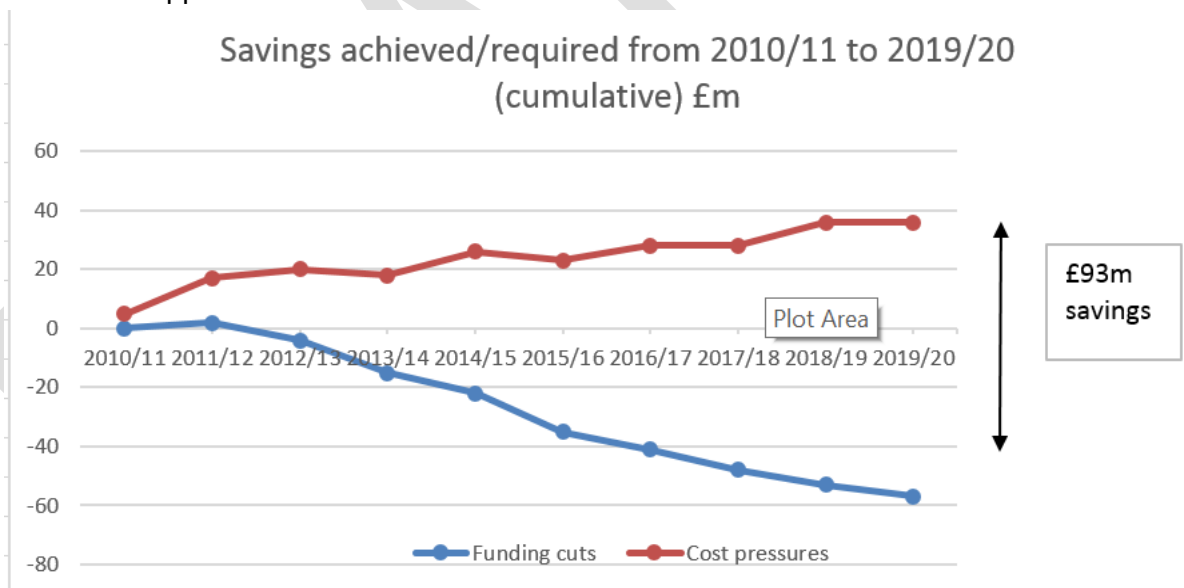
- Prudent assessment of future resources and unfunded cost pressures.
- Appropriate levels of income generated across all areas of the council, and prompt collection of all sums owed to the council.
- Prudent assessment of provisions required to mitigate future liabilities.
- Risk assessed level of reserves and balances held to mitigate potential financial liabilities and commitments.
- Prudent and planned use of reserves to fund expenditure
- Maximisation of capital receipts from disposals.
- Maximisation of external grant funding that meets our priorities.
- Prudent and proportional use of the council's borrowing powers to undertake capital investment that is not funded by capital receipts or contributions from third parties.
- Promotion of invest to save opportunities via detailed assessments of business cases.
- Effective forecasting and management of the council's cash flow requirements.
- Effective management of treasury management risks, including smoothing out the debt maturity profile, borrowing only when necessary and taking

advantage of opportunities arising because of disconnects in the market between long term and short term rates.

- Full integration of revenue and capital financial decision processes, to ensure the revenue implications of capital projects are appropriately reflected in the medium term financial strategy.
- Production of detailed implementation plans for all savings proposals.
- Sign-off of all revenue budgets by the relevant senior managers including any savings plans before the commencement of the financial year.
- Regular monitoring of budgets and robust management actions to address any unplanned variances that arise.

3.5. Whilst the council's finances have contracted, the demand for services has grown. The council faces a constant challenge to manage the increases in demand for adult social care and looked after children that are increasing significantly year on year.

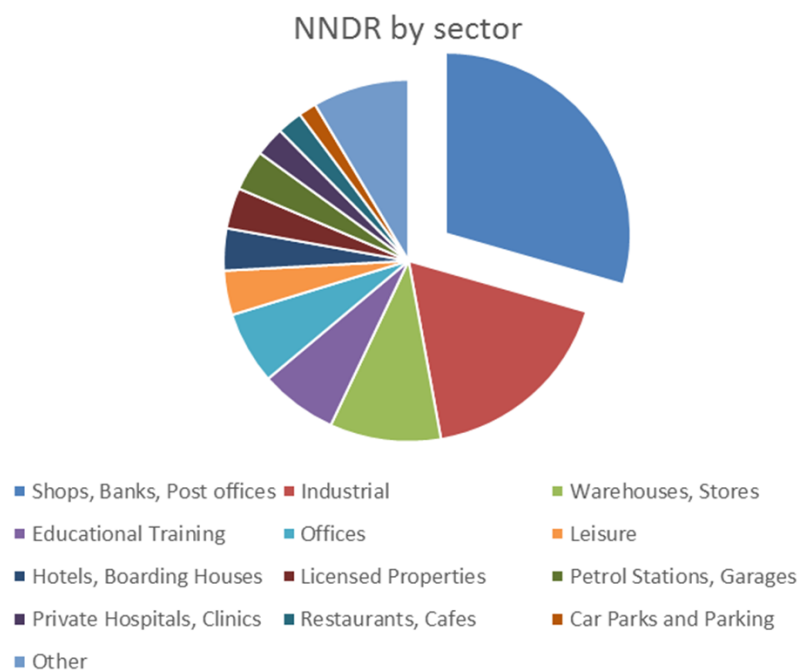
3.6. The council accepted a four-year Funding Settlement from the Government in 2016 and 2019/20 is the fourth and final year of that settlement. The impact of this will see the reduction in Revenue Support Grant to £0.6m in 2019/20 compared to £60.1m of Revenue Support Grant in 2011.



3.7. Over the life of the Funding Settlement the Government has introduced a range of temporary funding measures to assist with the increasing demands in adult social care but with little or no certainty beyond 2019/20.

3.8. Government policy is likely to be influenced by a range of internal and external factors over the coming years; it is not possible to assess the impact of the United Kingdom's withdrawal from the EU in March 2019 at this point in time. The Government has indicated that there will be a new comprehensive spending review in early 2019.

- 3.9. The Government has also indicated that the Adult Social Care Green Paper will arrive shortly. There is likely to be an extensive national debate about how to find a sustainable solution to the funding of care for an ageing population. This is a complex problem and it is very hard to predict when a solution will be found or when and how the solution will be implemented. This creates significant challenges for the council in making medium term financial plans, as a number of the shorter term funding solutions for care costs from Government are scheduled to end during the life of the MTFS, before a sustainable funding solution is found.
- 3.10. We are awaiting confirmation from Government of the implementation timetable for the move to business rates being retained by local government. The Government has indicated that it expects the move to be “fiscally neutral” and that councils should therefore pick up equivalent responsibilities commensurate with the additional funding. This raises a number of difficult challenges for the council given the makeup of the current business rates tax base within the county, with a large element reliant on retail businesses, as shown below.



4. Funding assumptions

Alternative

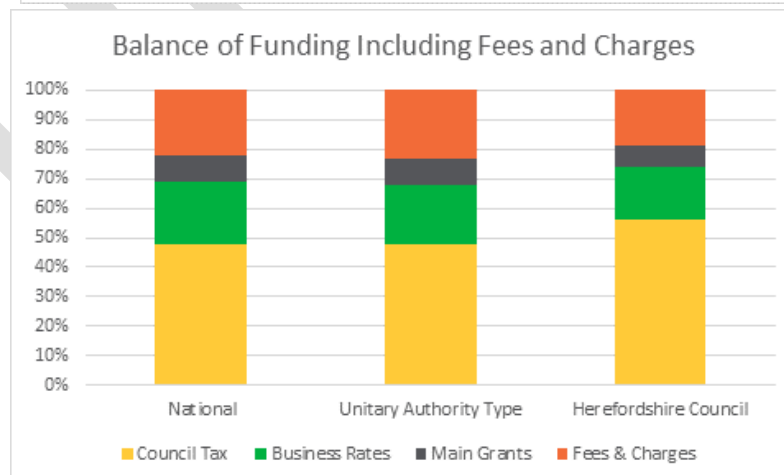
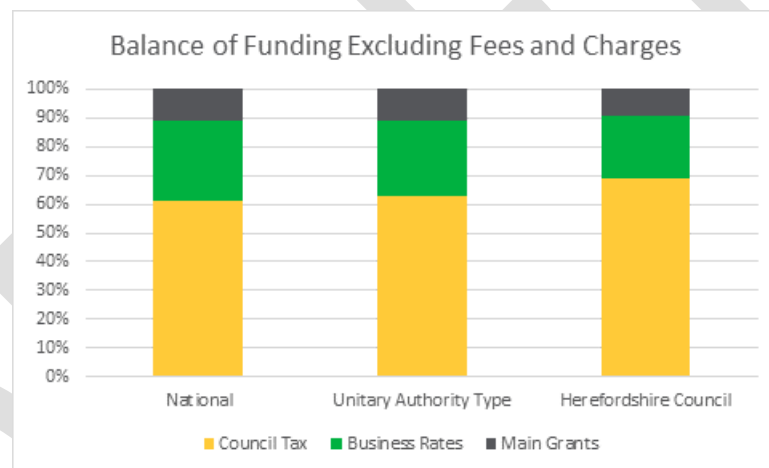
The Council has not delivered on the rate of planning permissions and house building necessary to meet its predictions in the Core Strategy. This has resulted in communities being subject to unplanned development as a consequence of the Council’s failure to evidence a 5-year housing land supply. The necessary growth in Council Tax and Business Rates income needed to offset the reductions Herefordshire has experienced in Government grant funding has therefore also not been achieved.

We shall address these issues by bringing forward the update of the Core Strategy and by addressing policies within the current document which are creating problems for communities and difficulties for planners.

The Council also doesn't deliver the proportion of its income from fees and charges that is achieved from similar authorities elsewhere. We propose to generate realistic levels of income from Council services and will seek new, resilient and sustainable sources of income.

We will borrow prudently, through local government access to long-term low interest loans, in order to secure future income and growth in publicly owned assets. We will ensure that the Council has access to the right advice and skills to deliver growth projects rather than allow private sector interests to profit disproportionately from public property.

The council's main income stream is Council Tax and this is set to continue. This is positive in that it is a locally controlled funding stream and is expected to grow. A summary of how the income streams compare to unitary and national councils is shown in the graphs below.



The assumption built into the MTFS is a 4.9% Council Tax increase in 2019/20 and an increase of 4.5% in future years.

	2019/2020 £000	2020/2021 £000	2021/2022 £000
Revenue Support Grant	624		
Business Rates	35,950	45,853	46,554
Council tax	104,251	109,923	115,903
New Homes Bonus	2,176	1,209	767
Rural Sparsity Delivery Grant	5,101		
Collection Fund Surplus (one off)	500		
Adult social care grant (one off)	2,385		
	150,987	156,985	163,224

5. Savings by directorate

Alternative

We believe that the Council has made too many cuts to preventative services. These are now causing unsustainable pressures in follow-on service areas. We propose to make investments across all Directorates in a range of service areas to begin to rebalance this damaging position.

These investments are detailed in the summary document accompanying this MTFS and the financial impacts at Directorate level are summarised in Section 6.

The council has delivered £77m of savings since 2010, with a further £13m expected to be delivered in the current (2018/19) year. Going forward further savings are required to ensure the council does not overspend. The savings requirement for the next three years is £8.0m, as set out below, giving a savings total of £98m between 2010 and 2022.

	2019/2020 £000	2020/2021 £000	2021/2022 £000	Total £000
Adults and communities	700	600	500	1,800
Children and families	200	300	650	1,150
Economy and place	2,473	623	273	3,369
Corporate services	359	77	77	513
Centrally held budgets	200	500	500	1,200
TOTAL	3,932	2,100	2,000	8,032

6. Directorate base budget movements

Alternative

We believe that the Council has made too many cuts to preventative services. These are now causing unsustainable pressures in follow-on service areas. We propose to make investments across all Directorates in a range of service areas to begin to rebalance this damaging position.

The requirement for sustained investment to support our policy priorities in 20/21 and 21/22 will depend on the scoping and study work being proposed in 2019/20 budget. It is hoped that some of the sustained investment in preventative services will be able to be funded from the cost of delivering the current level of knock-on services.

We are concerned that the pressures for 20/21 and 21/22 in C&F listed in the table below are unrealistic, given past record in this Directorate. However, we do not have access to the level of detailed information to be able to challenge these figures with evidence. We believe this presents a risk to the delivery of the services in this Directorate in future years.

	A&C £000	C&F £000	E&P £000	Corporate £000	Central £000	Total £000
2018/19 revised base budget	52,087	23,958	29,169	14,301	24,609	144,124
Pressures	5,288	3,427	1,371	192		10,278
Savings	(700)	(200)	(2,473)	(359)	(200)	(3,932)
Other movements	(325)		(453)	932	(1,138)	(984)
Removal of one-off funding	(2,385)				(500)	(2,885)
Insertion of Alternative Investment	510	590	900			2,000
2019/20 base budget (ex one-offs)	54,475	27,775	28,514	15,066	22,771	148,601
Pressures	2,717	714	1,364	169	91	5,055
Savings	(600)	(300)	(623)	(77)	(500)	(2,100)
Public health new responsibility	7,500					7,500
Other corporate movements					(71)	(71)
2020/21 base budget	63,582	27,599	28,355	15,158	22,291	156,985
Pressures	2,219	732	1,228	347	94	4,620
Savings	(500)	(650)	(273)	(77)	(500)	(2,000)
Other corporate movements					3,619	3,619
2021/22 base budget	65,301	27,681	29,310	15,428	25,504	163,224

7. University

Alternative

The New Model in Technology & Engineering (NMiTE) has secured a significant level of Government funding. It offers the potential to have a radical effect on the future model for universities and the project is being watched with interest by international stakeholders and subject matter experts.

It is important for the Council to both plan for the success of this initiative and also to make every effort to minimise any possible damaging effects that may be consequent on both the hoped-for success and the possible failure of the project.

The impact of the university project on the city housing, transport, healthcare, business and service sectors needs to be closely considered and timely investments made to maximise the benefits and minimise the risks.

We propose reprioritising a number of currently planned capital investments and infrastructure projects to ensure that the university project's risks are managed and its benefits to the whole community are realised.

The New Model in Technology & Engineering (NMiTE), Hereford's nascent engineering only university, has the potential to be one of the key catalysts that enables the transformation of the county's economy. In a world driven by knowledge, economy, technology and urbanisation, the advent of the university from 2020 will, over the next 15-20 years, not only increase the intellectual capital of Herefordshire but also has the potential to support steady population growth. With 1,600 students recruited each year this will balance the annual out-migration of young people. In addition it is likely that at least ten per cent of graduates will remain in or near the county making Herefordshire an attractive inward investment location for employers needing hi-tech work-ready employees.

- 6.2 The direct impact on the economy, over the next 15 years, will come from a £550 million capital investment to build 40,000 square metres of teaching space and 150,000 square metres of student accommodation to house up to 5,000 students who will be resident for 46 weeks of the three years of each student's study period. At this peak capacity, NMiTE will employ nearly 600 staff directly (many requiring homes) and will be supported by a range of local suppliers. Based on data from other university cities, NMiTE is expected to add at least £120 million annually to the county's GDP. Taken together, the various impacts of NMiTE will do much to help the long term sustainability of the county.
- 6.3 New innovative higher education providers such as NMiTE will play an important part in educating the next generation of much-needed engineers, providing the skills and talent that employers need. Hereford is a cold-spot for higher education provision, leading to a 'brain drain' of 18-24 year olds leaving the area to study. The Higher Education reforms are about giving all young people access to university and an increasingly diverse market to choose from. This will ensure a steady stream of highly-skilled graduates into the workplace locally, and regionally. NMiTE builds on plans set out in the Government's modern Industrial Strategy, which aims to improve living standards and economic growth by increasing productivity and driving growth.
- 6.4 A fundamental role of the Marches LEP is to help develop a vibrant regional economy by removing barriers to growth. The creation of NMiTE will play a pivotal role in driving forward our economy through the development of a new and innovative

Higher Education provision. This will help address the national shortage of graduate engineers by teaching students the key skills which employers demand in the workplace. A key focus of the project will be to help retain a large proportion of the 18-24 population who leave the region to attend Universities across the country, implementing the knowledge and skills acquired to help improve the productivity of our valued businesses.

8. Better Care Fund

Alternative

We support the extension and deepening of joint working between Social Care Service and Healthcare Services. This joint and collaborative working is facilitated by money movements between service providers and by Government grants all managed through the mechanisms of the Better Care and Improved Better Care Funds.

Over the period of the plan, and within existing funding, we would encourage changes to working arrangements, colocation of service providers, joint service delivery and other mechanisms which improve effective working and increase positive outcomes for local residents.

Following the successful roll-out of our proposed investment in a network of locality wellbeing hubs we also propose to work more closely with community and third sector organisations over the period of the MTFS to enable these organisations to plan with confidence to provide an appropriate mix of local support services.

- 8.1 The Better Care Fund (BCF) is a pooled budget which is nationally mandated to further the integration of health and social care. Herefordshire's BCF has two partners, Herefordshire Council and Herefordshire Clinical Commissioning Group (CCG).
- 8.2 Funding is received by the council from the NHS, via Herefordshire CCG. The Department of Health and Social Care sets national minimum contributions to the pool for both revenue and capital and specifies that certain funding streams must be included within the mandatory minimum fund. Partners are permitted, and encouraged, to pool more than the minimum requirement. The BCF in Herefordshire has four components; mandatory capital and revenue contributions, additional voluntary revenue contributions from each partner, and the Improved Better Care Fund (IBCF).
- 8.3 The MTFS assumes that the transfer of funds from the NHS to the council will occur throughout the MTFS period and that the annual value will continue to grow in line with inflationary uplifts for the NHS.

9. Improved Better Care Fund

- 9.1 The Government's Spending Review in 2015 announced new money for social care and the 2017 Spring Budget subsequently increased this funding. The Government requires that this additional IBCF funding for adult social care in 2017-19 is pooled into the local BCF.
- 9.2 The funding is paid to Local Authorities for adult social care as a direct grant under Section 31 of the Local Government Act 2003. The funding may be used only for

the purposes of meeting adult social care needs; reducing pressures on the NHS, including supporting more people to be discharged from hospital when they are ready; and ensuring that the local social care provider market is supported.

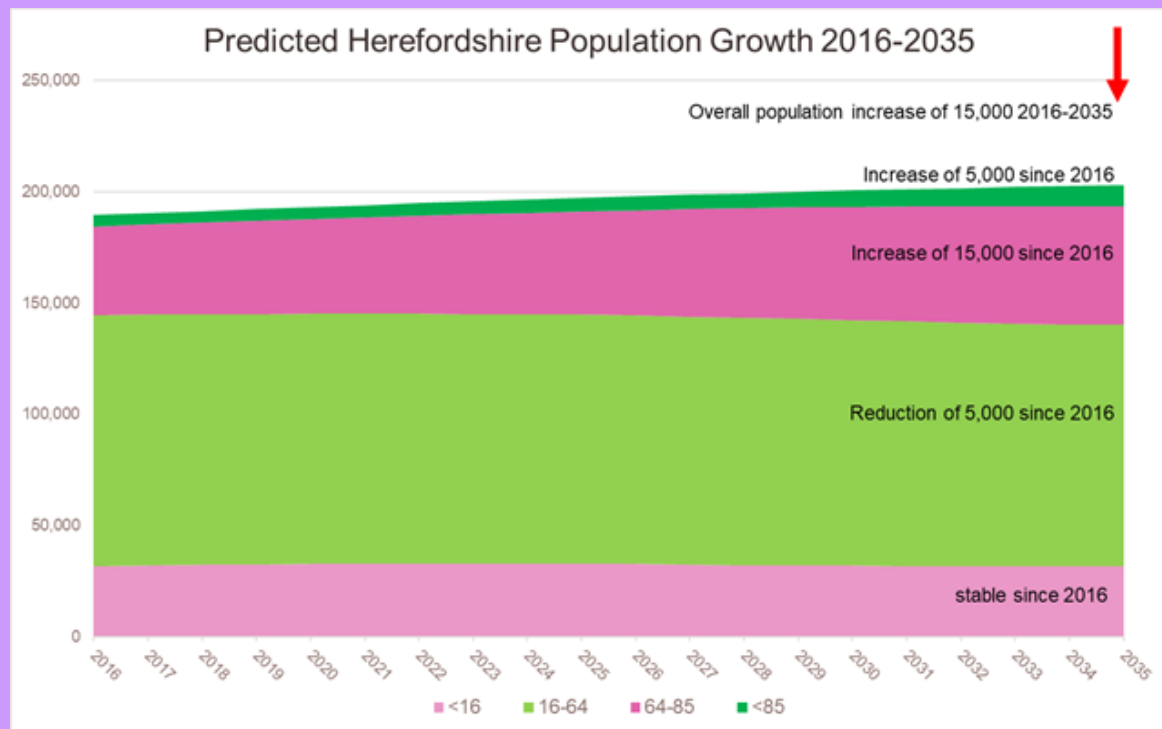
- 9.3 A recipient local authority must:
- pool the grant funding into the local BCF, unless an area has written Ministerial exemption;
 - work with the relevant CCG and providers to meet the national BCF condition on managing transfers of care set out in the Integration and Better Care Fund Policy Framework and Planning Requirements 2017-19; and
 - provide quarterly reports as required by the Secretary of State.
- 9.4 The MTFS assumes that the funding allocated in the 2015 spending review is recurrent and will be received throughout the MTFS period, albeit subject to any changes made by the forthcoming 2019 spending review; while the funding announced in the 2017 Spring Budget is assumed to be non-recurrent and will not be received after 2019/20.

10. Demographics

Alternative

We recognise the pressures placed upon the Council as a consequence of the particular demographics of the county's population and predicted future trends in these demographics.

We consider the following chart to provide a more understandable explanation of demographic trends than the one showing in the administration's MTFS.



Based on 2016 data, the working age population of the county is predicted to drop by 5,000 by 2035, while the retired population of the county is predicted to rise by 20,000 over the same period. A quarter of those additional retired residents are expected to be over 85 yrs.

The county has higher rates of employment and economic activity (80%) than for the West Midlands region or National rates, but also the lowest average wages of any authority in the West Midlands (£23,400), which are at least £5,600 p.a. less than the National average. At the same time the county has some of the highest house prices in the region as a proportion of household income. The county has higher rates of employment and economic activity (80%) than for the West Midlands region or National rates, but also the lowest average wages of any authority in the West Midlands (£23,400), which are at least £5,600 p.a. less than the National average. At the same time the county has some of the highest house prices in the region as a proportion of household income.

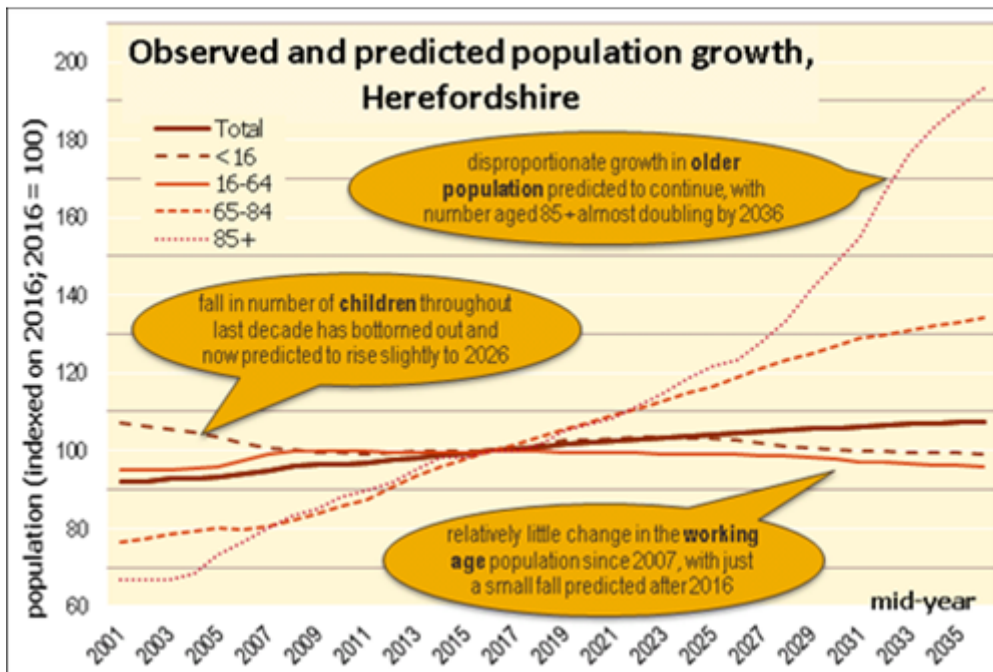
As a consequence of these circumstances national definitions of 'affordable housing' are irrelevant here in Herefordshire; income from business rates has not been grown by the council at the rate required to offset reductions in government grants; average wage levels are yet to show any significant narrowing of regional and national gaps; pressure on social care and health facilities caring for older people are high and continue to grow.

We propose to increase the number of affordable homes built within the county for local people to rent. We plan to achieve this through the partnership the Council has already committed to with Keepmoat to develop publicly owned land. We would deliver a significantly greater proportion of affordable homes on these development sites than the targets presently set by place shaping policies in the Core Strategy.

We would also increase the delivery of dedicated housing for older people, particularly in growth villages, to enable people living in rural areas to access homes suitable to their needs while remaining located within their communities.

- 10.1 The latest population projections for Herefordshire are the 2016-based Subnational population projections (SNPPs), published 24 May 2018 by the Office for National Statistics (ONS). Based on the ONS' 2016 mid-year estimates, the future population is projected forward by ageing on the population and applying observed trends in relation to births, deaths and migration, year on year, up to 2041.
- 10.2 The current projections suggest slower growth than the previous (2014-based) projections. This is because of assumptions about lower future levels of fertility and international migration, and an assumption of a slower rate of increase in life expectancy.
- 10.3 The total population of Herefordshire is projected to increase from 189,500 people in 2016 to 194,100 by 2021 (an increase of two per cent); and to 203,700 people by 2036 (an increase of seven per cent), equivalent to an average annual growth of 0.35 per cent per year over this 20-year period. This is a lower projected annual rate of growth than England as a whole (0.5 per cent per year).
- 10.4 These projections serve as a baseline scenario; they do not attempt to predict the impact that future Government or local policies (such as on housing development), changing economic circumstances or other factors might have on demographic behaviour.

Predicted population growth in Herefordshire:



11. Minimum Revenue Provision

- 10.1 The Minimum Revenue Provision (MRP) is a technical accounting requirement, specific to local government, which is the method by which councils charge their revenue accounts over time with the cost of their capital expenditure that was originally funded by borrowing.
- 10.2 Local government accounting rules require the council to make revenue provision to support the costs of capital spend funded by borrowing regardless of whether that borrowing has actually been taken up; this is referred to as minimum revenue provision and is intended to provide a public demonstration of the costs of capital expenditure.
- 10.3 During 2017/18 Herefordshire revised its Minimum Revenue Provision (MRP) Policy, this changed the notional debt repayment calculation basis to an annuity loan repayment method. This matches the flow of benefits generated by the assets funded from borrowing to the annual MRP charge in the revenue budget. Linking MRP to the average useful life of an asset reflects the economic benefit the council receives from using the asset to deliver services over its useful life, representing a fairer cost charge to current and future council tax payers. Council tax payers are being charged each year in line with asset usage and this avoids current council tax payers meeting the cost of future usage or future council tax payers being burdened with charges relating to assets that are no longer in use.
- 10.4 The actual MRP charge is based on the following calculation:-
- Historic debt balances, previously being written down on a 4% reducing balance basis, being charged on an annuity loan repayment basis. This change ensures all historic notional debt is repaid by 2025/26 whereas under the previous method a balance of £14m would be remaining to be repaid. The annuity rate used is a consistent 2% calculated in line with the changes in revenue support grant which was deemed to include a funding element in relation to the repayment of supported historic debt.

- Supported borrowing, previously written down on a straight line basis over the asset life, moves to a 3% annuity also charged over the asset life under the revised method. The annuity rate has been applied to capital expenditure incurred since 1st April 2008, and spend prior to this continues to be written down on a straight line basis. The 3% represents an average of PWLB (Public Works Loan Board) loan comparator rates.

10.5 The MRP calculation will be reviewed again in 5 years' time to ensure the revised method above is still appropriate.

12. Capital Programme

Alternative

We propose to reprioritise the way in which some of the funds identified in the Administration's Capital Programme are to be spent, specifically those relating to development partners Keepmoat and Engie and projects relating to transport packages for Hereford.

We propose that the development partnership is used to increase the delivery of affordable homes and for these homes to be retained in council ownership to grow the Council's capital asset holdings for income generation and to support the capacity for the Council to borrow in the future.

We propose that all planned projects within existing transport packages which deliver active modes of travel improvements are prioritised for implementation ahead of any further funds being spent in progressing the road-building projects within these packages. This is both to maximise the improvements which can be delivered quickly to address city traffic issues and to support the needs of the new university which is requiring that its students do not travel by car.

We also propose some scoping studies in the 2019/20 revenue programme relating to future income generating developments which may lead to new capital investment programmes being proposed during the timeframe of this MTFS.

The detail of all these changes is given in the summary report accompanying this MTFS.

11.1 The current capital programme is summarised in the table below, along with the overall financing and detailed budgets by scheme in appendix 2. The capital programme approved by Council in July 2018 was approved at £297.3m; this becomes £325.4m with additional grants added to the capital programme. We know that previously a number of schemes would deliver later than planned as budgets are often estimated very optimistically across financial years, but in reality with the time it takes to plan and progress projects they deliver later than first estimated. Work has been done to align these projects more realistically across the financial years and therefore the profile of budgets has moved between years to reflect this.

Approved Capital Programme

	Prior Years £000s	2018/19 £000s	2019/20 £000s	2020/21 £000s	2021/22 £000s	Total Capital Programme Budgets £000s
Total Adults & Communities	33	2,868	3,176	1,853	1,853	9,783
Total Children's & Families	7,743	3,375	14,887	13,200	1,200	40,405
Total Corporate	17,258	6,057	11,420	2,463	0	37,198
Total Economy & Place	65,457	56,104	88,945	27,157	362	238,025
Total Capital Programme	90,491	68,404	118,428	44,673	3,415	325,411

Financed by

Capital Receipts	24,755
Grants & Funding Contributions	121,382
Prudential Borrowing	88,783
Funded in prior years	90,491
Total Funding	325,411

- 11.2 Applications for grant funding towards the Hereford Transport Package will be submitted. The capital programme will be increased as these are secured. Additional corporate capital funding requests will be submitted to Full Council when they are required. This means there will be increases to the capital programme for 2019/20 onwards once approved by Council at any future meeting. These funding requests will be reviewed in line with Council plans and within the financing available of grants, capital receipts and increased borrowing of £6.7m annually but borrowing funded through revenue savings will be in addition to this limit. The capital receipts reserve balance at the end of 2017/18 was £42.5m and as we can see in the table above £24.8m of this has already been approved to fund current schemes but of course the reserve balance will increase by any future receipts from April 2018.
- 11.3 There are a number of large schemes of over £5m for replacement schools at Colwall, Marlbrook and Peterchurch, along with annual grants for the Local Transport Plan, Fastershire Broadband and Highways Asset Management. The Hereford Transport Package will also increase significantly once final plans and funding have been approved. However the three largest schemes are for the Hereford City Centre Transport Package for £40.6m, with only £8.3m budget remaining. The South Wye Transport Package for £35m with a £5m spend to date and plans being finalised for the project to be delivered. The Development Partnership Activities budget is for £40.6m with a £300k spend to date, although this is due to the partnership agreements only being signed in July 2018 and therefore these projects within the programme budget will begin to start to develop in the near future.

Development Partners

- 12.4 The Development and Regeneration Programme (DRP) has been established to provide development solutions that are reflective of the policies of Herefordshire Council and will be designed and developed in an inclusive way with the community. Consideration is given in all instances of providing developments that are considerate to the health and wellbeing of the residents, built to the latest environmental standards as set out in the building regulations (The National Standards).

- 12.5 Development partners Keepmoat and Engie are committed to encompassing the use of local suppliers and contractors and to maximise the opportunities to employ local Herefordshire people. The KPIs have been set up to reflect this and all parties will take every action possible to ensure this is achieved.
- 12.6 The development partners are keen to achieve developments that reflect the highest standards and that the real impact is to viability, or the anticipated land receipt. The decision as to what standards are applied to a development lies with the council and will impact on development returns/outcomes on a case by case basis.

Keepmoat Homes Ltd

- 12.7 Supporting the delivery of new homes that will help the council to achieve its strategic housing growth targets. Current projects include Bromyard Depot, Merton Meadow, Hildersley and Holme Lacy.
- 12.8 The first new homes are expected to commence building by late summer 2019.

ENGIE Regeneration Ltd

- 12.9 Supporting the delivery of regeneration construction projects, such as business units, student accommodation, commercial development and retirement housing.
- 12.10 The agreements will bring to life plans contained within the adopted Core Strategy (the document that sets out Herefordshire's planning priorities until 2031). The plan outlines the development opportunities enabled by the Hereford City Centre Transport Package and Hereford Transport Package, as well other sites across the county such as the Ross Enterprise Park and Hillside.

Capital receipts reserve

- 12.11 At the end of the 2017/18 financial year there was a balance of £42.5m in the capital receipts reserve. There are a number of schemes within the capital programme to be funded by capital receipts; the balance will be retained to deliver enhanced investment on the use of these reserves, once business cases have been submitted for approval at Council.

13. Revenue Budget / Till receipt

Shown below is an indicative illustrative typical month's expenditure incurred by a band D property in Herefordshire from 1st April 2019, this is a draft that will be updated as the budget progresses into its final form.



Herefordshire Council

Charges per month (average Band D property)
2019/20 Monthly Council Tax receipt

	#
** Daily life **	
* Bin collections and environment	13,72
* Roads, bridges and care of public spaces	7,21
* Schools and education	98,13
* Buses and community transport	6,39
* Libraries, records and customer services	1,30
** Looking after adults **	
* Older people in residential / nursing care	13,38
* Older people supported at home	9,24
* Disabled adults	27,78
* Lifestyles services (substance abuse, sexual health)	2,64
* Health improvement (Public Health nursing, health checks, smoking cessation)	5,61
* Housing	0,52
** Looking after children **	
* Child protection	3,75
* Children in care	12,88
* Children with special needs	3,28
** Local government running costs **	
* Election, governance and legal services	3,24
* Directors & staff costs	0,65
* Organisational administration	1,41
* IT, transactions and billing (Hoople)	5,19
* Insurance and property maintenance	5,08
* Capital finance - Debt repayment	7,83
* Capital finance - Interest payments	10,24
** Economic growth **	
* Economic development and regeneration	1,27
* Broadband - rural rollout	0,13
* Planning	0,35
	241,19

** VOUCHER **	
** Other income to supplement council tax **	
* Investment Property income	-2,91
* Car parking	-5,36
* Capital finance - Interest received	-2,01
* Public Health grant	-7,70
* National Education funding (schools)	-96,98

TOTAL TO PAY (per month)	£126,23

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14 PFI contracts

Alternative

We do not support the principle of PFI and will not normally consider this approach to bringing forward future projects.

- 14.1 The council has two traditional PFI contracts; one in partnership with Worcestershire County Council for the provision of waste management services and the other for the provision of Whitecross High School. The council also has one contract that falls within the definition of a similar contract to a PFI, which is the Shaw Healthcare contract for the provision of residential care services. Under the Shaw Healthcare contract, the rent and service charges paid to Shaw by residents for the council's extra care flats at Leadon Bank have been treated as a contribution to the revenue costs of the units.

Waste disposal

Alternative

We continue to have concerns regarding the investment which the Council has been made in this waste processing facility – particularly as the end of the contract approaches and the assessed 'value' and options for future operation of the facility remain to be confirmed. This is the largest single investment this Council has made since its creation as a unitary authority.

We consider the lack of clarity as regards the future for the operation of the site and next generation waste management contract present a significant risk which we will wish to investigate closely and understand, using existing resource, during 2019/20.

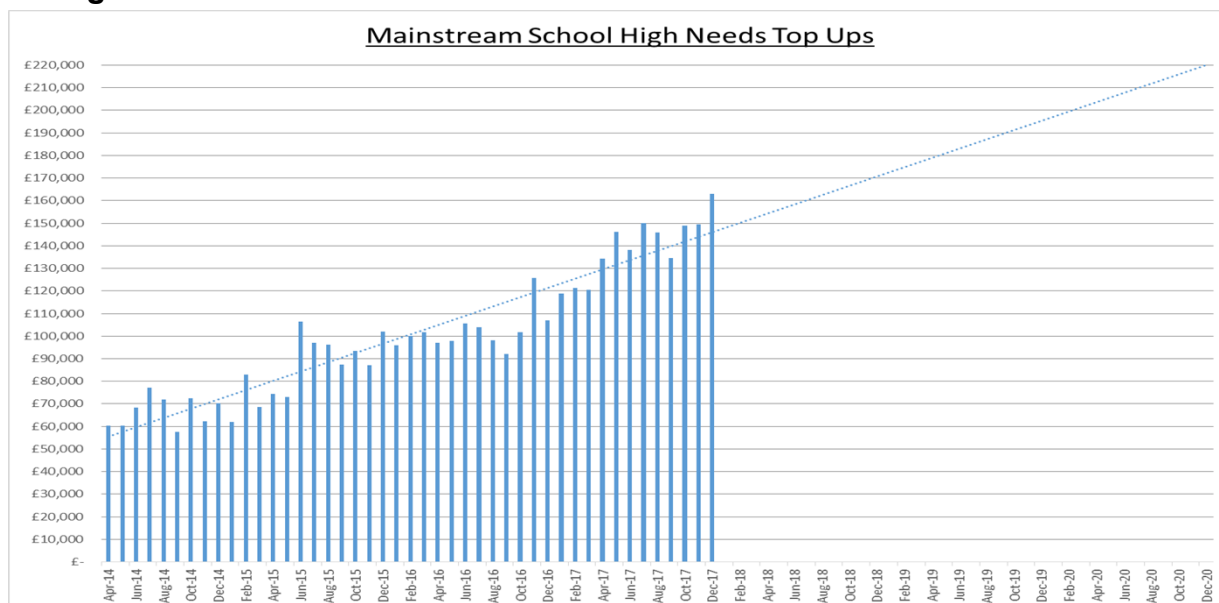
- 14.2 In 1998 Herefordshire Council, in partnership with Worcestershire County Council, entered into a 25 year contract with Mercia Waste Management Limited for the provision of an integrated waste management system using the Private Finance Initiative.
- 14.3 Under the contract the councils are required to ensure that all waste for disposal is delivered to the contractor, who will take responsibility for recycling or recovering energy from the waste stream. In total the estimated cost over the life of the contract is approximately £500m of which approximately 25% relates to Herefordshire Council. The original life of the contract was 25 years, until 2023, with the option to extend this by 5 years.
- 14.4 A variation to the contract was signed in May 2014 to design, build, finance and operate an Energy from Waste Plant. Construction was completed in 2017 with a funding requirement of £195m and an uplift to the annual unitary charge for both councils of £2.7m per annum.
- 14.5 Both councils provided circa 82% of the project finance requirement for the plant under a separate financing arrangement generating interest income for the councils. The remaining 18% was provided by the equity shareholders of Mercia Waste Management Limited.

Whitecross High School

- 14.6 The Whitecross School PFI project delivered a fully equipped 900 place secondary school with full facilities management services. The contract with Stepnell Limited has an overall value of £74m and lasts for 25 years, until 2032. During the 2012/13

financial year the school transferred to Academy status but the obligations under the PFI contract remain with the council.

15 High Needs



- 15.1 There is a severe cost pressure on high needs spend; spend on pupils with higher support needs, with growth and projected growth shown in the table above. The council is reviewing its SEN funding matrix whilst ensuring a new approach continues to comply with the legal duty to secure the special educational provision identified in an Education, Health and Care (EHC) plan. This statutory duty means that, by meeting individual care plan needs, an overspend may occur. The council recognises its absolute duty to provide all special educational provision in children’s EHC plans and is committed to fulfilling that duty for every child with an EHC plan even if this leads to a deficit in the SEN budget.

16 Treasury Management Strategy

Alternative

We recognise the Council’s track record in Treasury Management and also welcome the update of the strategy. We propose to ensure that the council’s short, medium and longer term investments are made in future in sustainable and ethically based funds.

- 16.1 The council has reviewed and updated its treasury management strategy for the MTFS period. The intention is to continue to utilise short term borrowing if required due to the lower cost of carry, however interest rate forecasts will continue to be monitored and, if considered financially favourable, longer term fixed rated debt will be secured.
- 16.2 As at 30 September 2018 the council held investments of £36m attracting an average of 0.71% interest and outstanding long term debt of £240m at an average interest rate payable of 4.36%.
- 16.3 Savings achieved by a change in the minimum revenue provision calculation (the notional capital investment financed by debt annual revenue repayment cost) have been allocated to a financial resilience reserve that will fund invest to save proposals.

17 Reserves

Alternative

We propose to direct to Council Reserves all funds realised in 2019/20 as a consequence of additional income targets placed on services.

Definition of Earmarked reserves and provisions

- 17.1 **Provisions** are required for any liabilities where the timing of payments or the amount of the liability is uncertain. Provisions are required to be recognised when:
- The council has a present obligation (legal or constrictive) as a result of a past event.
 - It is probable that a transfer of economic benefit will be required to settle the obligations and;
 - A reliable estimate can be made of the obligation
 - Amounts set aside outside for purposes falling outside the definition of provisions are consider to be reserves.
- 17.2 **Earmarked reserves** are amounts set aside for specific policy purposes or for general contingencies and cash flow management. For each reserve established, the purpose, usage and the basis of transactions needs to be clearly defined.

Use of Reserves

- 17.3 Reserves enable the council to do three things:
- Create a working balance to help cushion the impact of uneven cash flows and avoid unnecessary temporary borrowing. This forms part of the general reserves.
 - Create a contingency to cushion against the impact of unexpected events or emergencies. This also forms part of general reserves.
 - Creates a means of building up funds, often referred to as ear marked reserves, as defined above to meet known or predicted liabilities.
- 17.4 There are other reserves that can only be used for specific statutory purposes. These include the usable capital receipts and pensions reserve. These are not considered as part of this policy.

Establishing a new reserve

- 17.5 When establishing reserves the council needs to ensure that it is complying with the Code of Practice on Local Authority Accounting and in particular the need to distinguish between reserves and provisions.
- 17.6 New reserves may be created at any time, but must be approved by the Cabinet when a reserve is established. The Cabinet needs to approve the following:
- Purpose - the reason for creating the reserve should be clearly stated.
 - Usage - there should be a clear statement of how and when the reserve can be used.
 - Basis of transactions - delegated authority for approval of expenditure from the reserve.

Reporting reserves

- 17.7 The Chief Finance Officer has a fiduciary duty to local tax payers and must be satisfied that the decisions taken on balances and reserves represent proper stewardship of public funds.

- 17.8 The overall level of reserves balances will be reported to Cabinet at least annually or when new reserves are proposed, the last report to Cabinet was in June 2018 (<http://councillors.herefordshire.gov.uk/ieListDocuments.aspx?CId=251&MId=6584&Ver=4>).
- 17.9 The annual budget report to Council will include:
- A statement of movements in reserves for the year ahead and the following two years;
 - A statement of the adequacy of general reserves and provisions in the forthcoming year and in the Medium Term Financial Strategy; and
 - A statement on the annual review of reserves.
- 17.10 The level of reserves for the next three years will be reviewed at least annually as part of the Annual budget setting cycle. The Chief Finance Officer will review the Councils earmarked reserves for relevance of propose and adequacy.
- 17.11 Any amendments to earmarked reserves will be reported to the Cabinet for approval.
- 17.12 Once a reserve has fulfilled the purpose for which it was established, any remaining balance should be reallocated to another similar purpose earmarked reserve or surrendered to General Reserves.

18 Conclusion

Alternative

We propose amendments to capital spending priorities and new investment in key services which will improve resilience, sustainability, and community cohesion in Herefordshire.

This medium term financial strategy proposes delivering a balanced budget with tough savings required but a clear focus on continuing to improve outcomes. Herefordshire has an excellent track record of transforming services in difficult financial times and continuing to meet the needs of our customers.

19 Appendices

Appendix 1 - Net Revenue budget

Appendix 2 - Approved Capital Investment Programme

Appendix 3 - Reserves Policy

Appendix 4 - Risk Assessment

Appendix 1

Net Revenue budget and Directorate Spending Limits 2019/20

	2018/19 revised base	Funded pressures	Savings	Other adjust	2019/20 draft base budget
	£'000	£'000	£'000	£'000	£'000
Adults and communities	52,087	5,288	(700)	(325) + 510	56,860
Children's and families	23,958	3,427	(200)	590	27,775
Economy and place	29,169	1,371	(2,473)	(453) + 900	28,514
Corporate services	14,301	192	(359)	932	15,066
Sub Total	119,515	10,278	(3,732)	2,154	128,215
Centrally held budgets	24,609	-	(200)	(1,637)	22,772
Provisional settlement (one off) to spend on rural matters	-	-	-		
Total	144,124	10,278	(3,932)	517	150,987
Financed by					
Revenue support grant	5,370				624
Business rates	33,256				35,950
Council tax	98,445				104,251
New homes bonus	2,540				2,176
Rural sparsity delivery grant	4,093				5,101
Collection fund surplus (one off)	420				500
Adult social care grant (one off)					2,385
Total	144,124				150,987

Alternative Budget amendments are highlighted

Appendix 2

Approved capital programme

	Prior Years £000s	2018/19 £000s	2019/20 £000s	2020/21 £000s	2021/22 £000s	Total Capital Programme Budgets £000s
Adults and Wellbeing						
Disabled facilities grant	-	1,853	1,853	1,853	1,853	7,412
Hillside	-	250	1,250	-	-	1,500
Single Capital Pot	19	523	73	-	-	615
Private sector housing improvements	14	242	-	-	-	256
Total Adults & Wellbeing	33	2,868	3,176	1,853	1,853	9,783
Children's Wellbeing						
Colwall Primary School	6,430	320	-	-	-	6,750
Schools Capital Maintenance Grant	797	1,217	1,700	1,200	1,200	6,114
Peterchurch Primary School	7	-	493	5,000	-	5,500
Expansion for Marlbrook school	153	450	5,538	-	-	6,141
SEN & DDA school improvements	-	-	710	-	-	710
Brookfield School Improvements	6	-	1,298	-	-	1,304
CYPD's S106	313	392	605	-	-	1,310
Special Provision Capital Fund	-	-	333	167	-	500
Healthy Pupils	-	-	99	-	-	99
Individual Pupil Needs	-	151	120	-	-	271
Short Breaks Capital	-	-	118	-	-	118
Blackmarston SEN	30	55	-	-	-	85
Replacement Leominster Primary	3	39	-	-	-	42
Basic Needs Funding	-	-	2,058	6,833	-	8,891
2 Year Old Capital Funding	4	101	-	-	-	105
Preliminary works to inform key investment	-	200	1,815	-	-	2,015
Temporary school accommodation replacement	-	450	-	-	-	450
Total Children's Wellbeing	7,743	3,375	14,887	13,200	1,200	40,405
Corporate						
Fastershire Broadband	16,855	5,000	11,420	2,463	-	35,738
IT Network Upgrade	209	291	-	-	-	500
PC Replacement	70	290	-	-	-	360
Data Centre Consolidation	124	106	-	-	-	230
Children Centre Changes	-	370	-	-	-	370
Total Corporate	17,258	6,057	11,420	2,463	-	37,198

Economy, Communities and Corporate

Hereford City Centre Transport Package	32,321	1,342	1,550	5,438	-	40,651
Local Transport Plan (LTP)	-	13,539	12,272	12,272	-	38,083
Hereford Enterprise Zone	8,318	4,758	2,924	-	-	16,000
Leisure Centres	9,639	413	-	-	-	10,052
Solar Photovoltaic Panels	503	120	1,511	-	-	2,134
Corporate Accommodation	2,362	509	-	-	-	2,871
ECC's S106	-	756	-	-	-	756
South Wye Transport Package	4,978	4,508	17,067	8,250	197	35,000
Marches business improvement grants	415	1,297	788	-	-	2,500
SEPUBU Grant	-	381	354	-	-	735
Property Estate Enhancement Works	826	1,414	500	-	-	2,740
LED street lighting	5,478	177	-	-	-	5,655
Herefordshire Enterprise Zone Shell Store	-	1,500	5,816	-	-	7,316
Cyber Security Centre Project	-	3,500	-	-	-	3,500
Development Partnership activities	300	5,300	35,000	-	-	40,600
Highway asset management	-	9,790	3,108	-	-	12,898
Hereford Transport Package	-	2,960	-	-	-	2,960
Ross Enterprise Park (Model Farm)	-	800	6,270	-	-	7,070
Three Elms Trading Estate	(8)	125	358	-	-	475
Stretton Sugwas Closed Landfill	93	2	-	-	-	95
Customer Services and Library	10	123	-	-	-	133
Energy Efficiency	-	35	65	-	-	100
Warm Homes Fund	1	-	397	397	165	960
Strangford closed landfill site	20	11	-	-	-	31
Gypsy & Traveller Pitch development	29	331	-	-	-	360
Leominster cemetery extension	21	172	-	-	-	193
Tarsmill Court, Rotherwas	-	400	-	-	-	400
Car Parking Strategy	58	188	-	-	-	246
Car Park Re-Surfacing	-	116	-	-	-	116
Office and Car Park Lighting Replacement	-	135	165	-	-	300
Affordable Housing Grant	-	800	800	800	-	2,400
Community Housing Fund	-	150	-	-	-	150
Revolving Loans	99	101	-	-	-	200
Hereford Library	(6)	351	-	-	-	345
Total Economy and Place	65,457	56,104	88,945	27,157	362	238,025
Total	90,491	68,404	118,428	44,673	3,415	325,411

Appendix 3

Reserves

1. Review of Reserves

1.1. The overall reserves of the council will be subject to detailed review at the end of each financial year as part of the preparation for the production of the council's statement of accounts, and as part of the council's annual budget setting process to ensure reserves are

- 1.1.1. Relevant,
- 1.1.2. Appropriate, and
- 1.1.3. Prudent.

1.2. The Chief Finance Officer will ensure that the council has in place well established robust and regular budget monitoring processes. These take account of the current level of reserves, the latest budget requirements calling on reserves to meet current commitments and to make contributions to reserves to meet future commitments.

1.3. The Chief Finance Officer must consider strategic, operational and financial risks in assessing the adequacy of the council's reserves position.

2. Use of Reserves

2.1. Approval to use or make contributions to reserves is provided by the Chief Finance Officer, as part of the regular budgetary process, in discussion with the Chief Executive and Leader of the Cabinet

2.2. Movements in reserve will be reported to Council as part of the financial Outturn at the end of the financial year.

3. Conclusion

3.1. The Chief Finance Officer is satisfied that the Council's ongoing approach to its reserves and provisions is robust. The council's strategic reserve is maintained between 3% - 5% of the net budget requirement, at the end of March 2018 the balance was £7.9m (5% of net budget).

3.2. This is sufficient to ensure that the council has adequate resources to fund unforeseen financial liabilities, and that the council's approach to general balances is deemed appropriate. The level of reserves and expected movement in reserves are set out in the MTFs as part of the annual budget setting process.

Appendix 4

Key Risk Assessment

	Key Financial Risks	Likelihood	Impact	Mitigating Actions
1	Unexpected events or emergencies By its nature, the financial risk is uncertain	Low	High	<ul style="list-style-type: none"> Council maintains a Strategic Reserve at a level of between 3% and 5% of its revenue budget for emergency purposes Level of reserve is currently £7.9m (5% of budget)
2	Increasing demand for Adult Social Care Demand for services continue to increase as the population gets older	High	Medium	<ul style="list-style-type: none"> Demand led pressures provided for within our spending plans Activity indicators have been developed and will be reported quarterly alongside budget monitoring
3	Potential Overspend and Council does not deliver required level of savings to balance spending plans Challenging savings have been identified within our spending plans.	Medium	Medium	<ul style="list-style-type: none"> High risk budget areas have been identified and financial support is targeted towards these areas Regular progress reports on delivery of savings to Management Board and Cabinet Budget monitoring arrangements for forecasting year end position in place and forecast balanced Plan to review level of cover available from General reserves in place
4	Potential overspend on Special Education Needs The duty to secure provision identified in Education, Health and Care plans means an overspend may occur	Medium	Medium	<ul style="list-style-type: none"> This is a national issue with lobbying to increase central government funding A review of the application of the matrix is underway
5	Increase in Pension Liabilities Our contributions are influenced by market investment returns and increasing life expectancy.	Medium	Low	<ul style="list-style-type: none"> Spending plans reflect the level of pension contribution required as identified by the Pension Fund's Actuary in 2016 for the next three years
6	Failure to fund sufficient school places and sufficient support There is an increasing requirement to provide sufficient school places There is a rising number of children requiring specific support	Medium	High	<ul style="list-style-type: none"> Provision has been made in the capital programme to increase school places Directorate plans in place to manage and mitigate demand Ongoing reviews of children already under care of council
7	Volatility in future funding streams in Government funding streams and Business Rates Retention	High	Medium	<ul style="list-style-type: none"> Prudent assumptions made in budget Ongoing review of developing business rate changes Business case to support future investment decisions
8	Brexit Impact of EU exit may lead to increased volatility in economic stability and reduced access to funds	Medium	Medium	<ul style="list-style-type: none"> Reduced reliance on grant funding in all directorates Increased local economic and social investment to increase core income

ROBUSTNESS OF THE ALTERNATIVE BUDGET STRATEGY PROPOSED BY THE IT'S OUR COUNTY GROUP FOR 2019/20.

The Council is required to set a balanced budget and under section 25 of the Local Government Act 2003, the Council's Chief Financial Officer, S151 officer, is required to give a view on the robustness of the Council's financial strategy including the use of balances and of the financial planning process.

The alternative budget put forward by the It's Our County Group will be considered by full Council and it is therefore appropriate that a view on the robustness of the alternative budget proposals is provided.

The proposals put forward by the It's Our County Group are substantially similar as those put forward by the administration including the same assumptions on:-

Income generated from council tax, including council tax increases, and from implementing the social care precept. Investments, pressures and the delivery of the 2019/20 savings are generally the same as the administration's.

The main area of difference is the treatment of the additional one off revenue funding allocated to Herefordshire Council via the draft settlement announcement made in December 18. Along with the additional recurring Council Tax revenue arising from the slightly larger than expected growth in the Council Tax base.

The alternative budget seeks to increase some service income targets. The proposal makes it clear that this is an increase in targets, and to mitigate any delivery risks, the proposal does not seek to commit these increases to fund expenditure, by stating all additional income is added to reserves.

Chief Financial Officers Statement

As Chief Financial Officer, I consider the budget strategy adopted by the administration to be sound and entirely reasonable. Clearly, there are risks in delivering services in a demand driven environment, especially as many of these demands are outside of the council's direct control. There are ongoing financial risks in managing many aspects of the Council's Budget. The issue is to ensure on-going effective management of these risks across the organisation and the record of accomplishment of the Council to date of robust financial management, in an extremely volatile period of major reductions in Government funding, is very strong. Despite very significant financial challenges the administration have consistently delivered financial outturn within the overall budget for many consecutive years and the Council's accounts continue to receive an unqualified external audit opinions as well as unqualified value for money opinions. All reports considered by Cabinet include details of financial implications and major projects are effectively managed – including the management of risks.

There is considerable uncertainty around longer term funding streams from Government and both the administration and the alternative budget's make prudent and reasonable

assumptions in respect of funding streams from Government. The main difference between the administration and alternative budget is the deployment of the one off additional sums of money allocated as part of the draft settlement in December 2018. A number of the proposals in the alternative budget are to fund pilots or investigations into business cases, further decisions would be required in due course to respond to the outcomes of the pilots and investigations, however the alternative budget strategy is clear that the budget allocations are not made on the assumption that the funding will be recurring.

Turning to the capital budget the administration's capital budget is aligned to previous medium term financial strategies and they include reasonable assumptions about the activities of the Council's two development partners. The alternative budget does not seek to amend the overall capital program proposed by the administration therefore this does not impact on the costs of servicing the capital budget included in the revenue budget. The alternative budget seeks to change the priorities of individual elements within the administration's capital program and therefore does not require any amendments to the capital program.

I am content that the alternative budget proposals for 2019/20 are very likely to balance and can therefore be considered as robust.

Andrew Lovegrove,
Chief Finance Officer.



Meeting:	Children and young people scrutiny committee
Meeting date:	4 February 2019
Title of report:	Work programme
Report by:	Governance services

Classification

Open

Key decision

This is not an executive decision.

Wards affected

Countywide

Purpose and summary

To review the committee's work programme.

Recommendation(s)

THAT:

- (a) The committee notes the work programme in appendix a for the remainder of 2018/19 and proposes any additional items of business or topics for scrutiny for consideration in 2019/20;
- (b) The committee approves the draft terms of reference and scope in appendix b for a task and finish group concerning the Court Judgements relating to Children and Families and agrees the appointment of a chairperson for the group;
- (c) the committee notes the responses to the outcomes of the section 20 task and finish group (appendix c) and to the dental health and childhood obesity spotlight review (appendix d); and
- (d) the committee notes the recommendation tracker in appendix e.

Further information on the subject of this report is available from
Governance Services on Tel (01432) 383690

Alternative options

- 1 It is for the committee to determine its work programme to reflect the priorities facing Herefordshire. The committee needs to be selective and ensure that the work programme is focused, realistic and deliverable within existing resources.

Reasons for recommendations

- 2 The committee needs to develop a manageable work programme to ensure that scrutiny is focused, effective and produces clear outcomes.

Key considerations

Work programme

- 3 The work programme needs to focus on the key issues of concern and be manageable allowing for urgent items or matters that have been called-in. Should committee members become aware of any issue they think should be considered by the Committee they are invited to discuss the matter with the Chairperson and the statutory scrutiny officer.
- 4 The current version of the work programme is attached as appendix a .

Constitutional Matters

Task and Finish Groups

- 5 A scrutiny committee may appoint a task and finish group for any scrutiny activity within the committee's agreed work programme. A committee may determine to undertake a task and finish activity itself as a spotlight review where such an activity may be undertaken in a single session; the procedure rules relating to task and finish groups will apply in these circumstances.
- 6 The relevant scrutiny committee will approve the scope of the activity to be undertaken, the membership, chairperson, timeframe, desired outcomes and what will not be included in the work. A task and finish group will be composed of a least 2 members of the committee, other councillors (nominees to be sought from group leaders) and may include, as appropriate, co-opted people with specialist knowledge or expertise to support the task. In appointing a chairperson of a task and finish group the committee will also determine, having regard to the advice of the council's monitoring officer and statutory scrutiny officer, whether the scope of the activity is such as to attract a special responsibility allowance.
- 7 A task and finish group has been proposed following discussions at the extraordinary meeting of full Council on 18 January 2019. A task and finish group concerning court judgements relating to children and families has been proposed. The purpose of this task and finish group is to assess the content of the High Court judgements and the response of the Council. Terms of reference are contained in the scope for the task and finish group, attached at appendix b, which the committee is asked to approve and to appoint a chairperson for the group. The terms of reference and scope include

the activity to be undertaken, desired outcomes and what will not be included in the work. The final membership of the task and finish group and timeframe for its operation will be finalised in consultation with group leaders and the chairpersons of the group following this meeting.

- 8 The Committee is asked to determine any matters relating to the appointment of a task and finish groups and the chairperson and any special responsibility allowance or undertaking a spotlight review including co-option (see below).

Co-option

- 9 A scrutiny committee may co-opt a maximum of two non-voting people as and when required, for example for a particular meeting or to join a task and finish group. Any such co-optees will be agreed by the committee having reference to the agreed workplan and/or task and finish group membership.
- 10 The Committee is asked to consider whether it wishes to exercise this power in respect of any matters in the work programme.

Tracking of recommendations made by the committee

- 11 Responses to the outcomes and recommendations from the section 20 task and finish group and the dental health and childhood obesity spotlight review are contained in appendices c and d respectively.
- 12 A schedule of recommendations made since July 2017 and actions in response is attached at appendix e.

Forward plan

- 13 The constitution states that scrutiny committees should consider the forward plan as the chief source of information regarding forthcoming key decisions. The current Forward plan is available to Members through the Councillors' handbook intranet site. Forthcoming key decisions are also available to the public under the forthcoming decisions link on the council's website:

<http://councillors.herefordshire.gov.uk/mgDelegatedDecisions.aspx?&RP=0&K=0&DM=0&HD=0&DS=1&Next=true&H=1&META=mgforthcomingdecisions&V=1>

Community impact

- 14 The topics selected for scrutiny should have regard to what matters to residents.

Equality duty

- 15 The topics selected need to have regard for equality and human rights issues.

Financial implications

- 16 The costs of the work of the committee will have to be met within existing resources. It should be noted the costs of running scrutiny will be subject to an assessment to support appropriate processes.

Legal implications

17 The council is required to deliver an overview and scrutiny function.

Risk management

18 There is a reputational risk to the council if the overview and scrutiny function does not operate effectively. The arrangements for the development of the work programme should help mitigate this risk.

Consultees

19 The work programme is reviewed at every committee meeting and during business planning meetings between the Chairperson, Vice Chairperson and Statutory Scrutiny Officer.

Appendices

Appendix A – Work Programme 2018/19

Appendix B – Proposed task and finish group – Court judgements relating to Children and Families

Appendix C – Response to outcomes and recommendations of section 20 task and finish group

Appendix D – Response to outcomes and recommendations of dental health and childhood obesity spotlight review

Appendix E – Recommendations tracker

Background papers

- None identified.

Children and Young People Scrutiny Committee

4 February 2019

Work Programme 2018/19

Meeting date: 14 May 2018 – 10.15 a.m.		Despatch: 3 May	
Item	Description	Report Author	Form of Scrutiny
Learning Disability Strategy 2018 - 2028	To preview the draft learning disability strategy before it is presented to the cabinet for approval. The committee is asked to agree recommendations and comments to submit to the cabinet member health and wellbeing for consideration during the finalisation of the strategy.	Adam Russell	Pre-decision call-in
Children's Safeguarding and Family Support Performance Data	To receive a quarterly performance report on safeguarding measures.	Vicki Lawson/Chris Jones	Performance review
Briefing	NEETs – current level of NEETs, new data recording system; and breakdown of statistics around rural/urban/market towns/gender/traveller community. Regional Schools Commissioner – briefing note on role of the RSC and areas of overlap with the council. Provision of children's rights and advocacy service	Louise Tanner Lisa Fraser Sandra Griffiths	
Meeting date: 16 July 2018 – 2.00 p.m.		Despatch: 6 July	
Children and Young People Plan	To receive the draft children and young people plan ahead of its presentation to Cabinet and Council. To make recommendations on the draft plan.	Richard Watson, Amanda Price	Pre-decision call-in
Adoption Service and Fostering Service annual reports	To receive the annual reports from the adoption and fostering services and consider the outcomes and recommendations. To make recommendations to the cabinet member on the operation of the services during 2018/19.	Gill Cox	Performance review

Child Protection Numbers	To receive an update on the number of children currently subject to child protection arrangements and to make any necessary recommendations to the Cabinet Member.	Jane Hoey	Performance review
Meeting date: 17 September 2018 – 10.15 a.m.		Despatch: 7 September	
Youth Justice Plan	To endorse the Youth Justice Plan 2018/19 for approval by full Council and consider whether there are any comments the committee would wish to make that would inform the production of the Plan for 2019/20.	Keith Barham	Pre-decision call in of Policy Framework Item
Education Strategy	To preview the draft education strategy before it is presented to the cabinet for approval. The committee is asked to agree recommendations and comments to submit to the executive for consideration during the finalisation and approval of the strategy.	Lisa Fraser	Pre-decision call in
Implementation of the Corporate Parenting Strategy action plan	To consider the updated action plan to the corporate parenting strategy and receive a performance report against the objectives	Gill Cox	Performance review
Briefing paper	Autism Strategy update		
Meeting date: 1 October 2018 – 2.00 p.m.		Despatch: 21 September	
Herefordshire Safeguarding Children's board annual report	To consider the annual report and any recommendations contained within it. To assess if the report provides assurance and make comments and recommendations to the council and cabinet.	Sally Halls/Ann Bonney	Performance review
Referrals to the Multi Agency Safeguarding Hub	To receive a report concerning referrals to the MASH from agencies and in particular the Police.	Liz Elgar	Performance review/policy review and development
Ofsted action plan	To consider the action plan established following the Ofsted inspection in June 2018. To make	Chris Baird	

	recommendations to the executive on those actions identified.		
Meeting date: 12 November 2018 – 10.15 a.m.		Despatch: 2 November	
Section 20 Task and finish group – recommendations and outcomes	To present the final report of the task and finish group to the Children and Young People Scrutiny Committee.	Chairman of T&F	Policy review and development
Recommendations from the Spotlight review	To consider and approve the recommendations emerging from the spotlight review concerning dental health and childhood obesity.	Democratic Services Officer	Policy review and development
Meeting date: 29 November 2018 – 3.00 p.m.		Despatch: 21 November	
Scrutiny Panel – LAC reduction project	To receive a report of the outcomes of the scrutiny panel to provide an oversight of progress against the proposal to reduce the number of looked after children and associated resource implications, including the medium term financial target.	Chris Baird	Performance review
Budget and Medium Term Financial Strategy (MTFS)	To seek the views of the committee on the draft medium term financial strategy (MTFS) 2017-21 and the budget proposals for 2019-20 relating to Children and Families.	Andrew Lovegrove, Audrey Harris	Pre-decision call-in/Policy review and development
Meeting date: 4 February 2019 – 2.00 p.m.		Despatch: 25 January	
Alternative Budget	To seek the views of the committee on any alternative budget received.	Andrew Lovegrove/John Coleman	Pre-decision call-in/Policy review and development
Meeting date: 4 March 2019 – 1.00 p.m.		Despatch: 22 February	
Meeting Room 1, Leominster Multi-Agency Office, Coningsby Road, Leominster, HR6 8LL			
School Examination Performance	To consider school performance of summer 2018 and make recommendations to cabinet on how the effectiveness of the school improvement framework and strategy could be enhanced.	Lisa Fraser	Performance review

Quarterly review of performance against the Ofsted action plan	Quarterly review of the progress against the action plan produced in response to the Ofsted judgement in June 2018.	Liz Elgar	Performance Review
SEND Provision Task and finish group – recommendations and outcomes	To present the final report of the task and finish group to the Children and Young People Scrutiny Committee.	Chairman of T&F	Policy review and development
PRU Referrals Task and finish group – recommendations and outcomes	To present the final report of the task and finish group to the Children and Young People Scrutiny Committee.	Chairman of T&F	Policy review and development
Briefing paper	<p>Update on the level of referrals from the Police to the MASH and engagement between the Police and early help service.</p> <p>Update on the Herefordshire Children and Young People Mental Health and Emotional Wellbeing Transformation Plan 2015 – 2020 - CCG</p> <p>New Safeguarding Monitoring Arrangements – To receive details of proposed safeguarding monitoring arrangements in Herefordshire under new legislative provisions.</p> <p>Outcome of internal audit review of section 20 arrangements and processes.</p>	<p>Liz Elgar</p> <p>CCG</p> <p>Liz Elgar</p> <p>Internal Audit</p>	

Scrutiny Panel – a panel of two members of the committee was in operation to provide an oversight of progress against the savings proposal to reduce the number of looked after children. Councillors Gandy and Seldon comprised the Panel which reported to the Committee on 29 November 2018.

Task and Finish Groups – Section 20 Orders – three meetings of the Group took place, the final recommendations of the Group were reported to committee on 12 November 2018 and the responses to those recommendations are attached as appendix c.

– SEN Provision – Four meetings arranged. Recommendations to be reported to committee in March 2019.

– PRU referrals – Three meetings arranged. Recommendations to be reported to committee in March 2019.

Spotlight review

– Dental Health and Childhood Obesity – took place on 17 September 2018. Recommendations reported to committee on 12 November 2018 and the responses to those recommendations are attached as appendix d.

Business to allocate in 2019/20

- Bereavement Services
- 12 month report of progress against the Ofsted improvement plan
- Public Health nursing update
- Young Carers Service – update report
- Children’s mental health services in schools
- Peer to peer sexual abuse in school-aged children

Children and Young People Scrutiny Committee

Court judgements relating to children and families Task and Finish Group – Scoping Document

Title of review	Court judgements relating to children and families
Scope	
Reason for enquiry	Two judgements by the High Court in December 2018 found that there had been historic failures in Herefordshire Councils in respect to two recent adoption cases and relating to the revocation of a longstanding placement order.
Links to the corporate plan	<p>The review contributes to the following objectives contained in the Herefordshire corporate plan and other key plans and strategies:</p> <ul style="list-style-type: none"> • Keep children and young people safe and give them a great start in life; and • Secure better services, quality of life and value for money.
Summary of the review and terms of reference	<p>Summary:</p> <p>The review will look at adoption processes and placement orders and the arrangements in place to ensure their appropriate use. The work will include reflections on cases and current practice.</p> <p>Terms of Reference:</p> <p>The task and finish group will conduct three meetings which will be held in quick succession. The meetings will be scheduled to enable the task and finish group to:</p> <ul style="list-style-type: none"> • develop an understanding of adoption processes and placement orders (Meeting 1); • understand the judgements of the high court and how they are being addressed (Meeting 1); • learn what new measures are in place (for example, the introduction of the sibling separation tool; changes advocated by Doncaster Children’s Trust in respect to the IROs Service and strengthened reporting measures in MOSAIC) to ensure the appropriate use of adoption processes and placement orders is consistently applied (Meeting 1) • examine how the wider corporate culture changes (such as the recently strengthened whistle blowing policy and our corporate parenting practices) are aiming to positively influence working practices and culture change within children’s service (Meeting 2) • assess the robustness of the processes in place to quality assure case management (Meeting 2); and • look at current case studies to ensure processes are being observed and processes and orders appropriately applied (Meeting 3) • consider how members could be part of a quality assurance process in terms of future case management (Meeting 3)

	<ul style="list-style-type: none"> consider ways in which the voice of the child is being heard (having regard for the age and understanding of the child(ren) in connection to adoption and placement cases) and what improvements could be made (Meeting 3). <p>Membership:</p> <p><i>To be confirmed at the Children and Young People Scrutiny committee on 4 February 2019.</i></p>
What will NOT be included	<ul style="list-style-type: none"> Evaluation of the actions of any individual officer at the council under historical admission to care arrangements.
Potential outcomes	<ul style="list-style-type: none"> To gain assurance that effective processes are in place to ensure the appropriate use of adoption processes and placement orders. More consistent use of children's and young people scrutiny in assessing performance and reporting on progress being made to strengthen current practices and culture around adoption and placement services
Key Questions	<p>To consider:</p> <ul style="list-style-type: none"> What are adoption processes and placements orders and when should they be used; What processes manage the appropriate use of adoption processes and placement orders; Are the processes being observed and orders appropriately applied? And, What training and staff development is underway to ensure that all staff dealing with adoption/placement cases have the appropriate skills and experience
Cabinet Member	Cabinet member – Children and Families
Key stakeholders / Consultees	Internal – Children and Families officers concerned with care arrangements for looked after children and legal officers.
Potential witnesses	Colleagues from Doncaster LA
Research Required	<ul style="list-style-type: none"> Cataloguing changes to working practices that are now in place, or are being brought in, following the court judgements Assessing how these practices are being applied in the work environments Outcomes of audits and case studies to present to the task and finish group.
Potential Visits	None
Publicity Requirements	Following the conclusion of the task and finish group to report back to the children and young people scrutiny committee.

Outline Timetable (following decision by the children and young people scrutiny committee to commission the Review)

Activity	Timescale
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Confirm approach, Terms of Reference, programme of consultation/research/provisional witnesses/meeting dates	Committee meeting – 4 February 2019
Meeting 1 Develop an understanding of adoption processes and placement orders; understand the judgements of the high court and how they are being addressed; and learn what new measures are in place to ensure the appropriate use of adoption processes and placement orders is consistently applied.	February 2019
Meeting 2 Examine how the wider corporate culture changes are aiming to positively influence working practices and culture change within children’s services; and assess the robustness of the processes in place to quality assure case management.	February 2019
Meeting 3 Look at current case studies to ensure processes are being observed and processes/orders appropriately applied; consider how members could be part of a quality assurance process in terms of future case management; and consider ways in which the voice of the child is being heard and what improvements could be made. Prepare Recommendations to scrutiny committee.	February 2019
Present final report to Children and Young People Scrutiny Committee	4 March 2019

Group Members	
Chair	Cllr Carole Gandy
Support Members	
Support Officers	J Coleman M Evans

Summary of recommendations to the executive and executive responses [Section 20]

Between May – October 2018 a task and finish group concerning the response of the Council to the judgment of the High Court concerning the application of Section of the Children’s Act 1989 was conducted.

The following was recommended to the executive:

Recommendation No. 2	That the children and young people scrutiny committee supports the proposed audits in 2019 and recommends to the executive an annual audit (for the foreseeable future) of compliance, by SWAP, on section 20 arrangements and a regular in-house audit/review of the legal tracker.			
Executive Response	Accepted - The executive agrees that an audit by SWAP will support robust arrangements within the Safeguarding and Family support service in respect of all section 20 cases. We now have in place a mechanism to enable the service to explicitly manage the use of Section 20.			
Action	Owner	By When	Target/Success Criteria	Progress
To request the chief finance officer build an audit into the annual internal audit plan for approval by Audit and Governance Committee to request that SWAP carry out audit of Section 20 arrangements	Assistant Director Safeguarding & Family Support	July 2019	Audit completed, good practice noted and any further improvements acted upon	
Legal tracker to be reviewed as part of S20 tracking at alternatives to care panel	Assistant Director Safeguarding & Family Support	From Sept 2018	Already underway	Put in place through the initial work to improve practice around Section 20

Recommendation No. 3	That the executive considers comprehensive training for all new members of staff (within relevant social care and legal roles) should be provided to ensure a strong emphasis on business continuity and risk management, in respect of section 20 processes, during times of change.
Executive Response	Accepted. It is important that staff joining Herefordshire Council are made aware of how work is carried out and the expected high standards to ensure Section 20 is used appropriately.

Action	Owner	By When	Target/Success Criteria	Progress
Induction programme for new social work entrants (including agency staff) into Herefordshire Council Children and Families is revised to include input from the legal department, on section 20 processes, and lessons learned from the recent review of all S 20 cases. Training will also be provided to existing staff to refresh the training that has already been given on Section 20. This will include staff who work in legal services	Assistant Director Safeguarding & Family Support/Deputy Solicitor to the Council (children and families)	From Jan 2019	New members of staff are informed about Herefordshire Council's approach and are able to put this into practice so that children benefit from the correct application of Section 20	As part of public law outline training for new staff this is already taking place. This training will also be offered twice a year.

Recommendation No. 4	<i>That the executive makes provision for adequate levels of resource to be committed to training and research around relevant case law to ensure professional development of solicitors and social workers at the council. To ensure an understanding of topical judgments with a bearing upon the application of section 20.</i>			
Executive Response	Accepted. Children will benefit from the work of solicitors and social workers who have up to date knowledge of case law and are able to put this into practice.			
Action	Owner	By When	Target/Success Criteria	Progress
Legal Services will keep the Senior Management Team in Children's Services aware of any judgments in relation to S20 that may require attention and a change in practice, and SMT will ensure these are cascaded through the organisation in monthly blog, through relevant management and team meetings, and bi monthly learning events due to commence December 2018.	Deputy Solicitor to the Council (children and families)	From December 2018	Solicitors and social workers work is informed by recent case law, evidenced through audits.	Legal services produce a newsletter to social care staff that contains updates on recent court judgments.

Recommendation No. 5	<i>That the executive considers the introduction of a precise protocol to provide a framework for social workers to follow when attempting to secure informed consent from parents for the application of section 20.</i>				
Executive Response	Accepted. This will provide strong guidance to ensure that informed consent is given.				
Action	Owner	By When	Target/Success Criteria	Progress	
Legal Services and Assistant Director, Safeguarding and Family Support to produce a protocol for all social workers to follow, giving specific emphasis to the issue of informed consent from parents	Assistant Director Safeguarding & Family Support and Deputy Solicitor to the Council (children and families)	Completed	Protocol in place and used by social workers so that informed consent is given in Section 20 cases.	A revised consent form is now in place for social workers to use.	
Recommendation No. 6	<i>That the executive seeks clarification from central government regarding the application of section 20 for people whose age is in doubt or develops a process for use by social workers in such circumstances.</i>				
Executive Response	Accepted. It is important to be clear on the use of Section 20 in all circumstances.				
Action	Owner	By When	Target/Success Criteria	Progress	
The 16+ Manager will seek clarification on the approach to determining age in such circumstances	Childrens' Social Work Manager	Jan 2018	The service has an informed approach to clarifying age where this is in doubt, within the national guidelines	16+ Manager is in contact with the regional DfE lead to confirm approach.	

Recommendation No. 7	That the executive arranges an all-member seminar to raise awareness of progress made, with the implementation of new processes, since the judgment.				
Executive Response	Accepted. However, it is proposed that this seminar is carried out after SWAP t has produced its findings following the audit being completed by July 2019.				
Action	Owner	By When	Target/Success Criteria	Progress	
A seminar for all members will be arranged to provide an overview of the issue, how it was addressed, and measures put in place to prevent it re-occurring.	Assistant Director Safeguarding & Family Support	Sept 2019	All councillors have the opportunity to be updated on the progress and practice regarding the use of Section 20.		

Recommendation No. 8	That the executive should offer details of the processes put in place and the response to the judgment, as an exemplar of best practice, to other local authorities facing historical issues concerning the application of section 20.				
Executive Response	Accepted. Herefordshire benefits from the sharing of best practice by other local authorities and can provide this response for other local authority areas to benefit.				
Action	Owner	By When	Target/Success Criteria	Progress	
The director children and families and assistant director safeguarding and family support share information with other local authorities via their professional networks and with individual local authorities as requested.	Director for Children & Families and the Assistant Director Safeguarding & Family Support	Already taking place	Other local authorities are made aware of the revised processes and practice in place in Herefordshire.	The Herefordshire approach has already been shared with one other local authority.	

<p>On 17 September 2018, the children and young people scrutiny committee held a spotlight review concerning dental health and childhood obesity.</p> <p>The following was recommended to NHS England West Midlands, Herefordshire Clinical Commissioning Group (CCG) and the executive in relation to the issues of dental health and childhood obesity. The response of each of these organisations to the recommendations is also provided below. (For information the recommendations are set out in full at the foot of this document).</p>				
Recommendation No. i	NHS England West Midlands is recommended to investigate methods and identify best practice in other areas to increase the levels of recruitment of dentists in Herefordshire.			
NHS England Response	<p>This is currently an issue even in other areas that have historically been more attractive to dentists (Herefordshire is some distance from the nearest Dental Hospital and Dental School). There is work going on nationally through a working group to look at this issue and representation is being made for dentists to be treated in the same way as GPs in terms of visa quotas. We will monitor progress in order to pick up any shared learning. There is also a meeting planned between the Clinical Directors of the Community Services to review this issue in January 2019. The LDN Chair is involved in this and will feedback any suggestions which may involve more creative use of skill-mix, including use of therapists.</p> <p>However, NHSE dental contracts team believe that it will be more productive to consider better ways of utilising our Community Dental Service providers. These services appear to be more resilient in terms of recruitment and retention of dentists than some of our other primary care contractors. The team will also continue to review opportunities to exploit new provisions within the Statement of Financial Entitlement for dentists to support flexible commissioning to see whether this will help dentists in managing those patients who choose to access services infrequently when they have a dental problem rather than attending regularly for routine care.</p>			
Action	Owner	By When	Target/Success Criteria	Progress
Monitor guidance from national working group reviewing recruitment and retention to primary care dentistry. Consider feedback from Clinical Directors Meeting Jan 2019	Nuala Woodman	28 Feb 2019 31 Jan 2019	Changes to Visa restrictions on dentists Suggestions re use of skill mix in dental teams to share via LDN Newsletter	

Recommendation No. iii	NHS England is recommended to: consider alternative methods of providing dental care to rural populations including the provision of mobile dental services; provide an update following investigations of a mobile dental service; and potential timescales for its introduction;			
NHS England Response	The use of mobiles is one option that will be considered as part of a planned access review. There are however constraints that will need to be overcome in terms of capital investment. The access review, which is anticipated to conclude in Q3 of 2019/20 will also look at other types of creative commissioning and use of existing Community Dental Service estate.			
Action	Owner	By When	Target/Success Criteria	Progress
Access review to include options for commissioning of additional activity in areas of high need (West Midland wide)	Martina Ellery	31 Mar 19	Proposals for commissioning of any additional activity	
Seek additional investment where needed to address high priority areas	Nuala Woodman	31 Mar 19	Allocation of funding where needed	

Recommendations No. v and vi (Early Years Dental Access)	v) NHS England West Midlands, the executive and the health and wellbeing board are recommended to coordinate efforts in the promotion of campaigns to encourage early years attendance at dentists; vi) NHS England West Midlands is asked to provide details of the number of children below the age of 2 attending dentists in Herefordshire;
NHS England Response	v) Campaigns are already planned in early 2019 to encourage parents to take young children to the dentist. This work is being developed jointly with our Communications team and with Local Authority partners as part of our Starting Well initiative. Two sessions have already been held to train Dentists and their staff in dealing with young children, and guidance has been issued on how to claim for dental assessments for young children. A communications campaign will be launched in February 2019 to encourage parents to take their child to the dentist early. As part of this initiative a communications toolkit for the 'A Little Trip To The Dentist' campaign is being developed for stakeholders. This includes text to use, press releases, tweets, links to useful resources and posters. There will also be a newsletter. An early draft of a local briefing covering key contacts, facts and figures and

	<p>services in Hereford has been made available to attendees to the spotlight review – please contact the scrutiny committee clerk at Herefordshire Council for further details. The local briefing will be finalised jointly with partners prior to issue.</p> <p>vi) Statistics on the number of children below the age of 2 attending dentists in Herefordshire were included within the presentation for the review and are attached again within the draft briefing mentioned above. This includes more detailed local information by ward. Refreshed statistics will be shared when these are made available following 18/19 year end which is expected in Jul 19.</p>			
Action	Owner	By When	Target/Success Criteria	Progress
Sharing of local Starting Well plan. Sharing of updated statistics when these are collated at year end (July 2019)	Nuala Woodman	31 Jul 2019		

Recommendation No. v	NHS England West Midlands, the executive and the health and wellbeing board are recommended to coordinate efforts in the promotion of campaigns to encourage early years attendance at dentists;			
Executive Response	Accepted.			
Action	Owner	By When	Target/Success Criteria	Progress
An Oral Health Strategy Group is set up to co-ordinate the development and implementation of the oral health plans and will report to the Health and Wellbeing Board.	Public Health Consultant	Sep 2019	Group established	Completed
Develop a co-ordinated campaign (through the Oral Health Partnership) which will encourage early years attendance at dentist and greater understanding of protecting teeth. This will be through, for example, the provision of dental health information (leaflets, social media campaign) for parents; by health visitors at the 1 year health review; and by children’s centre services during weaning and Let’s Play (dental) sessions.	Public Health Consultant	June 2019	Awareness by parents: 80% of respondents aware of need to register child with dentist and understand sugar-smart foods	

In addition, targets around dental health for children's centre services have been set for 2019. Further work that is planned includes working with early years settings to add a question about accessing a dentist when a child is signed up to attend a nursery, playgroup or childminder. We will also be promoting greater take up of fluoride varnish and seeking to work with dentists to enable a consistent offer to children aged between 3 -16 at every dental check-up.	Public Health Specialist	December 2018	Increase in 0 -2yr olds accessing dental services. All Herefordshire dentists applying fluoride varnish to a minimum of 50% of eligible population.	Interim reporting June 2019
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Recommendation No. viii	The executive is recommended to promote a campaign to highlight those foods which are harmful to teeth and those which are sugar smart;			
Executive Response	Accepted.			
Action	Owner	By When	Target/Success Criteria	Progress
The co-ordinated public campaign (action above) will cover sugar smart food and access to dental services.	Public Health Specialist	December 2018	Children's Centre targets set for calendar year 2019, include: 60% of parents attending Let's Play or 1:1 sessions report a reduction in their child's consumption of sugary foods, drinks and snacks.	Interim reporting June 2019

We will work with schools, nurseries and other early years providers to raise awareness of the importance of sugar-smart foods and good nutrition in schools.	Public Health Consultant			
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Recommendations No. ix, x and xi (Access to Dentists)	<p>ix) NHS England West Midlands is recommended to provide clarity regarding how people access dental services;</p> <p>x) NHS England West Midlands is recommended to work with dental surgeries to ensure that information about capacity and access on websites is up to date;</p> <p>xi) NHS England West Midlands is recommended to investigate under-capacity at dentists in Herefordshire and reports of local residents being denied registration and responds to the children and young people scrutiny committee with detail of the outcomes of the investigation.</p>			
NHS England Response	<p>ix) Patients are free to attend any dental practice and request appointments for treatment. There is currently no formal registration with practices with the exception of one dental contract reform prototype site in Kyrle Street. Options are currently being explored with the Community Dental Service Access Centres to facilitate extra capacity to allow patients the option to attend these services for check-ups as well as treatment.</p> <p>x) The Local Team continues to engage with the Local Dental Committee (LDC) who currently advise practices that updating of NHS Choices is not a contractual obligation. The Team have been lobbying centrally for a change in the contract and regulations to make the updating of NHS Choices compulsory. In the meantime this is not something that can be enforced and we rely on co-operation. A change in regulations or in attitude by the LDCs is necessary in order to progress this.</p> <p>xi) The contracts team continues to work proactively with practices by reviewing activity at mid-year and again at year end. Practices that persistently underperform are encouraged to rebase their contracts to free up activity to enable re-commissioning of alternate services. Any practice found to be turning patients away whilst they are persistently underperforming against their contract will be breached for non- delivery of services. In order to gather evidence to allow us to do this we need co-operation from patients and local Healthwatch in notifying of instances where this is an issue. The team continue to monitor dashboard statistics about access and satisfaction (details were shared in the spotlight review presentation). Spot purchasing of additional activity is being undertaken to replace capacity locally where issues have been flagged early by providers who are unable to deliver their contracted activity.</p>			
Action	Owner	By When	Target/Success Criteria	Progress

Spot purchasing of additional activity in Hereford	Martina Ellery	31 Jan 19	Additional capacity for patients to attend appointments	
Engage with local LDC to seek agreement to promoting the updating of NHS Choices.	Nuala Woodman	31 Jan 19	Agreement of contractors to update NHS Choices	
Raise issue of changes to contract to include notification of NHS Choices at Dental Leads and include this as a requirement in any amended incorporated or converted contracts.	Nuala Woodman	31 Jan 19	Increase contractual levers to enforce updating of website	
Engage with Healthwatch to give details of how to report practices that are turning patients away.	Nuala Woodman	31 Jul 19	Intelligence gathering of evidence to support action against practices who are failing to deliver services	
Review of end of year activity to identify practices that are failing to deliver contracted activity	Nuala Woodman	31 Jul 19	Report collating the outcome of year end against intelligence received with list of actions	

Recommendation No. xii	The executive is recommended to expedite a feasibility review of fluoridation in all of Herefordshire's water supplies (mains and private) through the Oral Health Strategy Group and produce a full cost and health benefit analysis of its potential introduction;
Executive Response	Accepted. The executive agrees that this is an important recommendation to pursue, but an oral health needs assessment requires to be undertaken prior to any feasibility study.

Update at meeting of the Cabinet – 17 January 2019 - <i>the potential disbenefits to introducing fluoridation needed to be explored alongside any potential health benefits, it was agreed that the response to the scrutiny committee be amended to reflect this.</i>				
Action	Owner	By When	Target/Success Criteria	Progress
An Oral Health Needs Assessment is being prepared and will inform how the recommendations are implemented.	Public Health Consultant	June 2019	Needs assessment completed with clear recommendations	Currently underway
Following completion of the Oral Health Needs Assessment a feasibility study will be commissioned (in line with PHE fluoridation toolkit)	Public Health Consultant	Dec 2019	Feasibility study complete	

Recommendation No. xiii	The CCG is recommended to include in the review of maternity services: methods of promoting a healthy ante-natal and post-natal weight for mothers; consideration of the weighing of pregnant mothers by midwives and setting target weights; and the promotion of breast feeding.			
CCG Response	<p>This work is in progress through the multiagency LMS (Local Maternity System) for Herefordshire and Worcestershire. The LMS Plan includes the following objectives for local maternity services:</p> <table border="1"> <tr> <td> <p>Maternal Obesity</p> <ul style="list-style-type: none"> • Implement exercise and weight management support pre-conceptually, during pregnancy and/or in the postnatal period. • Health weight and lifestyle strategies will become part of every contact counts in primary and secondary care. • Maternity services will be have documented clinical pathways for women with raised BMI • Maternity services have direct access to weight management programmes delivered by Primary and Public Health • Maternity services will have direct access to sign post women to exercise in pregnancy </td> <td> <p>Breast feeding</p> <ul style="list-style-type: none"> • Initiation will be improved through further education of families, staff training and better recording • Rates will be consistently tracked • Innovating to increase breast feeding initiation, including through community based programmes involving all family members, and further developing peer support programmes </td> </tr> </table>		<p>Maternal Obesity</p> <ul style="list-style-type: none"> • Implement exercise and weight management support pre-conceptually, during pregnancy and/or in the postnatal period. • Health weight and lifestyle strategies will become part of every contact counts in primary and secondary care. • Maternity services will be have documented clinical pathways for women with raised BMI • Maternity services have direct access to weight management programmes delivered by Primary and Public Health • Maternity services will have direct access to sign post women to exercise in pregnancy 	<p>Breast feeding</p> <ul style="list-style-type: none"> • Initiation will be improved through further education of families, staff training and better recording • Rates will be consistently tracked • Innovating to increase breast feeding initiation, including through community based programmes involving all family members, and further developing peer support programmes
<p>Maternal Obesity</p> <ul style="list-style-type: none"> • Implement exercise and weight management support pre-conceptually, during pregnancy and/or in the postnatal period. • Health weight and lifestyle strategies will become part of every contact counts in primary and secondary care. • Maternity services will be have documented clinical pathways for women with raised BMI • Maternity services have direct access to weight management programmes delivered by Primary and Public Health • Maternity services will have direct access to sign post women to exercise in pregnancy 	<p>Breast feeding</p> <ul style="list-style-type: none"> • Initiation will be improved through further education of families, staff training and better recording • Rates will be consistently tracked • Innovating to increase breast feeding initiation, including through community based programmes involving all family members, and further developing peer support programmes 			

<p>The LMS plan is a whole system approach that involves commissioners and providers for local authorities, CCGs and public health. Much of the post and antenatal support for mothers will be provided by partner agencies. For example, through the LMS, a project is being led by Public Health to pilot group weight management sessions for pregnant women recorded with Wye Valley NHS Trust.</p> <p>Regarding the specific maternity services for which CCGs are the responsible commissioner, we have implemented a new service specification with local hospital providers, which includes the expectation to achieve success rate of at least a 95% of women having their BMI documented at time of booking and then having their 3rd trimester weight recorded. The providers are also required to monitor women with BMI over 35 at booking and then again 3rd trimester so that they can be appropriately advised, supported and signposted to effective weight management approaches. Providers are also expected to achieve 74% of mothers initiating breastfeeding within the first 24-hours following birth.</p>				
Action	Owner	By When	Target/Success Criteria	Progress
LMS Board to continue to monitor and lead system-wide improvements	LMS Board	2025	As set out by LMS Plan	
CCG to monitor performance of WVT maternity services through usual contract management arrangements	CCG	Annually	As set out by CCG contract	

Recommendation No. xiv	The executive and CCG as joint commissioners of mental health services are recommended to consider the provision of therapy to address underlying mental health causes of excess weight and impacts of childhood obesity;
Executive Response	<p>Rejected. Predominantly, the causes of overweight and obesity in childhood are associated with the obesogenic environment, parental behaviour and poverty leading to overeating, eating too many sugary and fatty foods, large portion sizes and lack of physical activity. Underlying mental wellbeing impacts on healthy behaviours however we do not see that provision of therapy is the most appropriate response to improving this across the population. National Institute for Health and Clinical Excellence (NICE) has published guidance on the management of obesity in adults and children. The treatment of choice for the individual is multicomponent lifestyle interventions which include behaviour change strategies to increase people's physical activity levels or decrease inactivity, improve eating behaviour and the quality of the person's diet, and reduce energy intake.</p> <p>We propose that we focus on building resilience across communities and tackling inequalities to address the underlying factors impacting on mental wellbeing and lifestyle behaviours at the population level. And, at the family level we propose tackling obesity and oral health through behaviour change programme.</p>

Action	Owner	By When	Target/Success Criteria	Progress
The National Institute for Health and Clinical Excellence (NICE) has identified a pathway for obesity management for children and adults and we will work with the CCG to ensure that we are following this pathway, which includes appropriate medical and therapeutic support, in Herefordshire.	Public Health Specialist			
We are also introducing a weight management programme for children and families (Fit Families) from January 2019, inviting all those children who have been identified as severely obese through the national child measurement programme (NCMP). This programme will be evaluated during 2019/20.	Public Health Specialist	Start date for Fit Families is February 2019.	32 families completed the programme. Physical assessments and self-evaluations completed to provide a record of progress.	Interim reporting July 2019.
The rollout of training for the Solihull Parenting programme and online resource for parents will contribute to positive mental health and attachment for parents and children and help to foster positive parenting and building children's resilience.	Public Health Specialist		25 Solihull train the trainers and cascaded training to all health visitors, midwives, children's centre staff plus early years, primary school reception teachers and social workers offered courses. 60% of parents undertake the online course in 2019/20	Solihull training begun October 2018 and reporting to Solid Roots Delivery and Project Boards.

Recommendation No. xiv	The executive and CCG as joint commissioners of mental health services are recommended to consider the provision of therapy to address underlying mental health causes of excess weight and impacts of childhood obesity;			
CCG Response	We recognise that addressing children and young people's mental health is a key component in overall health and could link to behaviours that result in excessive weight gain or excessive weight loss. In response to the recommendation, there are two elements: (1) We have directed specialised resources at eating disorders to support recovery from mental ill-health. (2) The Executive and the CCG agree to explore the availability of the behavioural approaches as part of the overall weight management care pathway. Any programme directed at healthy weight will include attention to education of behaviours and support to identify any underlying mental ill-health. Care pathway to address weight management will include signposting to sources of mental health help such as online / CLD Trust / CAMHS.			
Action	Owner	By When	Target/Success Criteria	Progress

Recommendation No. xv and xvi	<p>(xv) The executive is recommended to use public health data to identify areas where evidence exists to support a restriction on fast food takeaways; and</p> <p>(xvi) The executive is recommended to evaluate the introduction of a policy to regulate the prevalence of fast food outlets in those areas identified.</p>			
Executive Response	Accepted.			
Action	Owner	By When	Target/Success Criteria	Progress

Review the public health evidence base with regard to fast food outlets and their impact on health of the local community. We will work with planning and licensing colleagues as part of a council wide approach to ensuring "health in all policies". Current discussions on this with regard to the Hereford Plan, includes the suitability of developing a supplementary planning document on hot food takeaways.	Public Health Consultant	February 2019.	Clear understanding and recommendations.	Next steps identified April 2019
Recommendation No. xvii	The executive is recommended to fast track measures to enable safe walking and cycling, within the city of Hereford and our Market towns, and to encourage these modes of active travel to reduce obesity and to enhance mental and physical health and wellbeing.			
Executive Response	Accepted			
Action	Owner	By When	Target/Success Criteria	Progress
The Active Travel team will continue to promote and facilitate walking and cycling in Hereford and the market towns. In addition, we will undertake insights work to understand why people do/do not use active travel measure in Hereford and market towns.	Public Health Consultant	September 2019	Report completed	

Recommendation No. xviii	The executive is recommended to commission a survey into the eating habits of parents and their children and the provision of cookery lessons at local schools. It is recommended that the survey targets three local schools (one to the North of Hereford; one to the South of Hereford; and one in a rural area) and asks: what home cooked meals are provided for children; what fast food/convenience food do children eat; and what cookery lessons occurred at the schools.			
Executive Response	Partially accept. Survey: We agree that developing a survey of parents to enable baseline measures and change in attitudes/behaviours will be useful for both understanding the current situation and measuring impact. The methods of such a survey will need to be considered.			

	<p>Schools: We propose working more broadly with schools to encourage a holistic approach to children's wellbeing, including physical activity, healthy eating, growing schemes etc. This may include a survey of current activities in schools. A survey of food provision and menus in early years settings was undertaken in 2017, which provided useful information about whether or not nurseries were following healthy eating guidance. This approach could be developed to cover schools and include additional information about cookery lessons and also personal, social and health education (PSHE) classes and the use of food diaries, for example.</p>			
Action	Owner	By When	Target/Success Criteria	Progress
Develop appropriate survey methods to gain baseline measures and enable measurement of change in attitudes/behaviours in children's oral health and obesity.	Public Health Consultant	June 2019	To be identified	Reporting December 2019
We will work with the Children's Board to gain a better understanding of the current activities being undertaken in schools and identify where the opportunities lie. We will look to facilitate schools taking a lead on this agenda. Possible interventions include training, awards scheme, daily mile, growing schemes.	Public Health Specialist	June 2019		
Neighbourhood approach: We have developed a proposal for a place-based, co-developed approach to tackling childhood obesity in rural Herefordshire. This work would look at the broad range of drivers of obesity and work with local residents and key stakeholders to implement locally-relevant and locally-designed interventions.	Public Health Consultant	Initial bid submission is due November 30 th . If successful, second round bids in the new year 2019.		Proposal has been submitted to Department of Health and Social Care for Trailblazing funding.

Recommendation No. xix	The executive is recommended to safeguard green spaces as areas for people to exercise and consider the increased provision of allotments in the green infrastructure strategy.			
Executive Response	Accept. Herefordshire is a county with a range of different outdoor spaces and we want to encourage everyone to access these safely and often. The Green Infrastructure Strategy has a commitment to incorporating green infrastructure into new and existing settlements and communities and putting people close to open and green spaces and wildlife, natural and cultural assets, providing alternative means of movement and transport.			
Action	Owner	By When	Target/Success Criteria	Progress
We will work with planning colleagues to identify potential options and measures with regard to green spaces and provision of allotments/alternative means for gardening. This will reflect a council wide approach to ensuring "health in all policies".	Public Health Consultant	July 2019	To be identified	

Spotlight Review recommendations in full:

Dental Health

- i) NHS England West Midlands is recommended to investigate methods and identify best practice in other areas to increase the levels of recruitment of dentists in Herefordshire.
- ii) That the children and young people scrutiny committee supports NHS England's review of the provision of dental access centres to determine if they are providing an effective and cost-efficient service to the rural population of Hereford;
- iii) NHS England is recommended to: consider alternative methods of providing dental care to rural populations including the provision of mobile dental services; provide an update following investigations of a mobile dental service; and potential timescales for its introduction;

- iv) The children and young people scrutiny committee supports NHS England West Midlands, and the executive in the shared aim of promoting the attendance of children under 2 at dentists;
- v) NHS England West Midlands, the executive and the health and wellbeing board are recommended to coordinate efforts in the promotion of campaigns to encourage early years attendance at dentists;
- vi) NHS England West Midlands is asked to provide details of the number of children below the age of 2 attending dentists in Herefordshire;
- vii) To recommend to Bounty the inclusion of information regarding dental care and samples of toothpaste for new-born babies in Bounty packs.
- viii) The executive is recommended to promote a campaign to highlight those foods which are harmful to teeth and those which are sugar smart;
- ix) NHS England West Midlands is recommended to provide clarity regarding how people access dental services;
- x) NHS England West Midlands is recommended to work with dental surgeries to ensure that information about capacity and access on websites is up to date;
- xi) NHS England West Midlands is recommended to investigate under-capacity at dentists in Herefordshire and reports of local residents being denied registration and responds to the children and young people scrutiny committee with detail of the outcomes of the investigation.
- xii) The executive is recommended to expedite a feasibility review of fluoridation in all of Herefordshire's water supplies (mains and private) through the Oral Health Strategy Group and produce a full cost and health benefit analysis of its potential introduction;

Childhood Obesity

- xiii) The CCG is recommended to include in the review of maternity services: methods of promoting a healthy ante-natal and post-natal weight for mothers; consideration of the weighing of pregnant mothers by midwives and setting target weights; and the promotion of breast feeding.
- xiv) The executive and CCG as joint commissioners of mental health services are recommended to consider the provision of therapy to address underlying mental health causes of excess weight and impacts of childhood obesity;
- xv) The executive is recommended to use public health data to identify areas where evidence exists to support a restriction on fast food takeaways; and
- xvi) The executive is recommended to evaluate the introduction of a policy to regulate the prevalence of fast food outlets in those areas identified.
- xvii) The executive is recommended to fast track measures to enable safe walking and cycling, within the city of Hereford and our Market towns, and to encourage these modes of active travel to reduce obesity and to enhance mental and physical health and wellbeing.

- xviii) **The executive is recommended to commission a survey into the eating habits of parents and their children and the provision of cookery lessons at local schools. It is recommended that the survey targets three local schools (one to the North of Hereford; one to the South of Hereford; and one in a rural area) and asks: what home cooked meals are provided for children; what fast food/convenience food do children eat; and what cookery lessons occurred at the schools.**
- xix) **The executive is recommended to safeguard green spaces as areas for people to exercise and consider the increased provision of allotments in the green infrastructure strategy.**

Schedule of Children and Young People Scrutiny Committee recommendations made and actions in response

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Meeting	item	Recommendations	Action	Status
5 July 2017	Corporate Parenting Strategy 2017 – 2020	<ul style="list-style-type: none"> - The committee welcomes the strategy, supports the priorities identified and agrees to provide a summary of comments and recommendations to the cabinet member; - The committee requests annual performance reports relating to the action plan in the strategy; - The committee provides a forum, where appropriate, for children and young people in care and care leavers to hold their Corporate Parents to account; - The members of the committee facilitate training, with officers, on corporate parenting to all members of Herefordshire Council; - The committee recommends that the cabinet member reviews the measures for success and outcomes sought in the action plan on a regular basis to see whether any measures need to be strengthened; - The committee recommends that procedures are introduced to ensure that significant decisions of the council take account formally of likely implications for looked after children; - The committee recommends that members undertake a mentoring role, where 	<p>Response of executive:</p> <p>The draft strategy was discussed at the children’s scrutiny committee on 5 July 2017; they are supportive of the strategy and associated action plan and have requested that an annual update on its implementation is presented to the committee. The recommendations have been considered by the cabinet member young people and children’s wellbeing and as a consequence children’s scrutiny is referred to in the action plan:</p> <p>Corporate Parenting Action Plan 2017-20</p>	Completed

		<p>appropriate, for looked after children to share skills and experience to help enhance personal development and there is consideration of how this is best facilitated and publicised; and</p> <ul style="list-style-type: none"> - The committee recommends that methods and strategies are investigated to engage partners and businesses in corporate parenting. 		
	Annual reports for the fostering and adoption services	<p>Resolved – that:</p> <ul style="list-style-type: none"> a) the committee notes the annual reports from the adoption and fostering services and agrees to feedback comments to the cabinet member; and b) the adoption and fostering reports are considered as separate agenda items in future years. 	Adoption service and Fostering service annual reports allocated to the draft work programme 2018/19 for committee on 16 July 2016.	Completed
2 October 2017	Commissioning intentions for universal and early help services for children, young people and families	<p>Resolved - That the committee:</p> <p>supports the extension of the family befriending services contracts with the existing providers to the end of March 2018;</p> <p>has significant concerns about the commissioning exercise proposed. The cabinet members for health and wellbeing and young people and children's wellbeing are asked to have regard to the committee's concerns, particularly:</p> <ul style="list-style-type: none"> - i) The reported lack of consultation concerning safeguarding arrangements and engagement 	<p>Response of executive:</p> <p>i) The intention to re-procure health visiting and school nursing services has been in the public domain since August 2016. CCG colleagues have been involved in steps taken thereafter to inform future commissioning intentions. There has been an opportunity to raise any issues or questions regarding procurement, during this time.</p> <p>A generalised concern regarding safeguarding arrangements had been</p>	Completed.

		<p>with the Herefordshire Safeguarding Children's Board;</p> <ul style="list-style-type: none"> - ii) The provision of services in rural areas; - iii) The requirement for additional detail in the report, in particular the contract specification ; and - iv) A reported lack of communication with the CCG. <p>requests that, before a decision is taken on the proposal, the cabinet members share additional information with the committee, including the contract specification.</p>	<p>raised by the CCG very recently prior to the scrutiny committee meeting and reassurances were provided to the CCG that discussions to understand the detail would be welcome and these have since been initiated.</p> <p>Issues relating to <i>safeguarding</i> commissioning responsibilities are resolvable through further discussion.</p> <p>There is no requirement to present the commissioning proposal to the Herefordshire Safeguarding Children's Board, because the service will be required to adhere to all national and local policies, guidance, standards and procedures.</p> <p>Further discussion and an agreed way forward have been made with the Chair of the Children's Safeguarding Board, including a request to include reference to safeguarding within this paper (see para 7).</p> <p>ii) It is recognised that there are challenges in delivering timely and accessible services across a rural county and this has been reflected in the draft specification. To respond to those challenges, the provider will be required to ensure that access is available via drop-in sessions (which could be held in any community facility or venue), clinics, home visits, telephone contact, texting and other formats appropriate for the families and community. Broadband</p>	
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			<p>coverage across the county is currently 83% (30Mbps) so the provider will need to demonstrate how they will work with families who currently have no access to broadband or where phone signals are not available. The provider will also be expected to be organised around geographical areas/localities and pragmatically structured in line with local children's centre reach areas. The provider will also identify a named public health nurse link to each GP practice, children's centre and school, in order to facilitate local liaison, information-sharing and joint working in the best interests of families.</p> <p>iii) the draft specifications for the commissioning of 0-25 PH Nursing services and family mentoring services, to which have been added the requested additional detail relating to targets and outcomes and key issues outlined in the JSNA, have been made available, by exemption, to council members of the Children's Scrutiny Committee</p> <p>iv) This concern is not accepted and a summary of engagement activity is provided below:</p> <ul style="list-style-type: none"> • Representatives from the CCG have been engaged since August 2016 when CCG requirements were reviewed; • a public online survey was launched 	
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			<p>in November 2016;</p> <ul style="list-style-type: none"> • stakeholder engagement events To which GP and CCG representatives were invited were held during December 2016 through to end of January 2017; • feedback events were held in February 2017; • an early years review/scoping workshop held in May 2017; • Soft market testing was undertaken June/July 2017; • Updates have been provided to a Joint Commissioning Board which includes representatives of the CCG and reports to the CCG Board in August/September 2017; • Engagement/information session with GPs on key principles to be incorporated into the specification, was held in October 2017.and ongoing engagement agreed re implementation arrangements. 	
	Herefordshire safeguarding	Resolved – that:	Update from Chair of HSCB containing <i>Model Initial Parish Action Plan for</i>	Completed

	children's board (HSCB) annual report 2016/17 and business plan 2017/19	a) The annual report and effectiveness of the safeguarding arrangements for children and young people in Herefordshire as assessed by the Board are noted; and b) The strategic priorities identified by the Board are noted.	<i>Promoting a Safer Church</i> and latest detail with reference to work on the role of Parish Councils in safeguarding children.	
	Outcomes of casework peer review	Resolved – that the committee notes the report and offers congratulations to the teams involved in the review for the positive feedback received.		Completed
	Children's Wellbeing self-assessment	Resolved – that the committee notes the draft self-assessment document for the Children's Wellbeing Directorate.		Completed
4 December 2017	Children and Young People Mental Health Partnership	That the committee: supports the response of the CCG to the task and finish group recommendations; supports the objectives of the Herefordshire Children and Young People Mental Health and Emotional Wellbeing Transformation Plan 2015 – 2020; and requests an update report on the implementation of the plan in 2018.	To determine the timing an update on the implementation of the plan in 2018. A briefing note will be provided to the committee in March 2019.	Completed
	Children's Wellbeing self-assessment – update	That the Committee: endorses the self-assessment in its current form; and agrees that the comments raised by the committee are circulated to the cabinet member.	Excerpt of minutes detailing the discussion sent to the cabinet member for Children and Young People.	Completed

5 February 2018	School Examination Performance	<p>Resolved – that the committee:</p> <p>Recognises positive attainment in a number of areas of school examination performance but in particular in the field of phonics;</p> <p>Requests a briefing note on the current level of NEETs, the new data recording system and a breakdown of statistics to include indicators around rural/urban/market towns/gender/traveller community;</p> <p>Requests a briefing note on the role of the Regional Schools Commissioner and a focus on areas of overlap with the Council; and</p> <p>Agrees to write to government to express concern regarding the lack of regulation and monitoring in respect of home schooling. The correspondence should include reference to the potential impacts of home schooling upon the educational achievements of children and safeguarding responsibilities of the Council.</p>	<p>Correspondence sent to Nadhim Zahawi MP, Parliamentary Under Secretary of State for Children and Families. Copied to Jesse Norman MP and Bill Wiggin MP.</p> <p>Response received.</p>	
	Children and Young Peoples Plan	<p>Resolved - that the committee:</p> <p>Supports the inclusion of: obesity; dental health; mental health and wellbeing; transport; and youth facilities as key areas of focus for the plan;</p> <p>Supports the implementation of a robust monitoring framework for the new version of the Plan; and</p> <p>Asks for the draft Plan to be presented to the</p>	<p>Allocated to the committee's draft work</p>	<p>Completed</p>

		committee ahead of consideration at Cabinet and full Council.	programme 2018/19 for committee on 16 July 2018.	
16 April 2018	Autism Strategy for Herefordshire 2018 – 2021	<p>Resolved – that:</p> <p>(a) the significant successes achieved in the first Herefordshire autism strategy published in 2014 be recognised;</p> <p>(b) the outcomes identified by the strategy and the means in the action plan to achieve these ends be supported but noting that the committee would like to see more detailed milestones;</p> <p>(c) it be requested that as the action plan evolves additional base line data is included in the action plan to ensure tangible and quantifiable measures of performance and success, particularly in respect of improving diagnosis rates;</p>	<p>Resolutions of the Committee sent to the Executive for a response.</p> <p>Resolution (e) sent to the Herefordshire CCG for consideration.</p> <p>Executive response – 18/10/2018:</p> <p>(a) The significant successes achieved in the first Herefordshire autism strategy published in 2014 are now incorporated into the 2019-2022 strategy;</p> <p>(b) The outcomes identified by the strategy and the means in the action plan to achieve these ends are now supported by a detailed implementation plan with timescales for completion, the responsible organisation who will lead and the required performance measures;</p> <p>(c) Additional base line data is now included in the action plan to ensure tangible and quantifiable measures of performance and success where this is available. Where this is not available the action plan itemises the data required to be captured or processes required to be changed in order to facilitate this;</p>	Completed

		<p>(d) the executive be asked to investigate the development of a system/process to ensure an accurate picture of the incidence of autism across Herefordshire can be produced;</p> <p>(e) efforts to improve diagnosis rates and the recording of autism within GP patient records be supported and Herefordshire Clinical Commissioning Group asked to take this initiative forward as a matter of priority;</p> <p>(f) the executive be asked to take steps to work more closely with independent and private schools in Herefordshire to share data regarding enrolled autistic pupils to enable the production of comprehensive statistics of pupils in the county with autism;</p> <p>(g) the executive be asked to consider methods to promote employment at the council to people with autism;</p> <p>(h) the executive be asked to consider contacting key local organisations, such as Halo leisure, to ensure they promote autism-friendly service provision;</p>	<p>(d) The action plan outlines a review of diagnosis pathways in Herefordshire which will begin to address issues around formal diagnosis in Herefordshire and has been signed off by Joint Commissioning Board;</p> <p>(e) Initiatives to improve diagnosis rates and the recording of autism within GP patient records are itemised and supported by Herefordshire Clinical Commissioning Group;</p> <p>(f) Improved sharing of data with independent and private schools in Herefordshire regarding enrolled autistic pupils, which will enable the production of comprehensive statistics of pupils in the county with autism;</p> <p>(g) The development of employment pathways are now an action within the implementation plan;</p> <p>(h) Universal services are included within the strategy and the plan outlines the promotion of autism-friendly service provision as a key activity for the local branch of the National Autistic Society and the Autism Partnership Board;</p>	
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		<p>(i) the executive be asked to ensure that the Herefordshire branch of the National Autistic Society and the Hereford Autism Partnership are consultees during the planning process to ensure that new housing and public access buildings have autism-friendly design considerations;</p> <p>(j) the executive be asked to investigate proposals to ensure that new and existing council buildings and facilities are autism-friendly; and</p> <p>(k) the executive be asked to consider autistic-awareness training for new members of staff and elected members of the Council and ensure that all members are able to disseminate good practices within their local communities.</p>	<p>(i) The implementation plan outlines mechanisms for the Herefordshire Autism Partnership board to produce best practice guidelines for council buildings, new housing and public access buildings to have autism friendly design considerations;</p> <p>(j) As above</p> <p>(k) Autism awareness training is a key theme throughout all the priorities, and targets have been built into the plan to roll this out further, with key target workforces and metrics.</p>	
	LGA Safeguarding Peer Review Feedback	<p>Resolved – that:</p> <p>(a) a report be submitted on the referrals to the MASH, in particular those by West Mercia Police, for review by the Committee;</p> <p>(b) it be requested that corporate parent training for all members be made mandatory;</p> <p>(c) progress on actions in the finalised improvement plan is reported to the Committee, at 3, 6 and 12 months to enable it to be monitored; and</p> <p>(d) the Committee’s recognition and support of the work of staff in this challenging area be noted.</p>	<p>(a) Report received at committee meeting on 01/10/2018.</p> <p>(b) corporate parenting is a mandatory training module and must be completed within three months of being elected.</p> <p>(c) briefing notes for progress at 3 and 6 monthly intervals added to the work programme. The 12 month progress report to be allocated to the first committee in the new term.</p>	<p>Completed</p> <p>Completed</p> <p>Completed</p>

14 May 2018	Learning Disability Strategy 2018 – 2028	<p>Resolved – that the committee:</p> <p>(a) supports the strategy and requests the missing information, concerning health and wellbeing outcomes and social impact, and the implementation plan is shared with the committee when available;</p> <p>(b) requests that the executive prioritise the incorporation of improved metrics in the strategy to measure progress and provide evidence that objectives are realising desired outcomes;</p> <p>(c) requests that the executive considers making updates on the development and implementation of the strategy available through an appropriate forum e.g. the corporate budget and performance report;</p> <p>(d) asks the executive to provide a report to the committee, in due course, on the re-modelling of the Learning Disability Partnership Board;</p> <p>(e) asks the executive to consider appointing a member champion for learning disabilities;</p> <p>(f) asks the executive and the CCG to investigate methods of utilising learning disability registers, held by GP surgeries, to provide evidence for those with learning disabilities to more easily obtain bus passes;</p>	<p>Executive response, 7 June:</p> <p>(a) Agreed. The information will be circulated to committee members by 01 October 2018 and it will be for the committee to determine whether to include further consideration in its work programme;</p> <p>(b) Agreed. This will form part of the first years activity in the implementation plan.</p> <p>(c) Agreed. Progress will be reported through the quarterly corporate performance reporting process.</p> <p>(d) Agreed. The information will be circulated to committee members by 31 December 2018 and it will be for the committee to determine whether to include further consideration in its work programme</p> <p>(e) Agreed. A draft role profile will be prepared and the Leader of the Council will consult with political group leaders before making an appointment.</p> <p>(f) Not agreed. Whilst the problem is recognised, there are still complex issues with accessing and sharing learning disability registration data in order to achieve this specific outcome. The requirement for and provision of qualifying</p>	Completed
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		<p>(g) asks the executive to investigate the promotion of a scheme, similar to the Gloucestershire 50/50 strategy, in Herefordshire to encourage employment opportunities for people with learning disabilities; and</p> <p>(h) ensures that following the adoption of the strategy, the CCG and the 2gether Trust are held to account for those elements of the strategy for which they are responsible.</p>	<p>information for exemption schemes will be considered across the whole of the health and wellbeing pathway.</p> <p>Recommendation amended at committee on 16/07/2018 below.</p> <p>(g) Agreed. Knowledge gained from the Gloucestershire 50/50 learning disability employment strategy will be incorporated into planned work to promote employment opportunities for people with learning disabilities in Herefordshire and that this will form part of the 2018-19 implementation plan;</p> <p>(h) This is not a function of the executive. The scrutiny committee may review and scrutinise any matter relating to the planning, provision and operation of the health service in its area and make reports and recommendations directly to the relevant body.</p>	
	Children's safeguarding and family support performance data	Resolved - that a report concerning referrals to the MASH is added to the work programme for the committee in September to include an invitation to Sally Halls to participate in the item and access to comparative data from other local authorities.	Item added to the Committee's work programme for 17 September.	Completed
16 July 2018	Minutes of the previous meeting (14 May)	<i>'f. asks the executive and the CCG to investigate methods of joint working with GP surgeries to assist those with learning disabilities to more easily obtain bus passes'</i>		

		RESOLVED: that subject to the change outlined above the committee approves the minutes of the meeting on 14 May 2018.		
	Fostering and Adoption Annual reports	<p>RESOLVED: that the committee:</p> <ol style="list-style-type: none"> 1) Expresses concern regarding the lack of progress in joining a regional adoption agency and the executive is requested to undertake any available actions to expedite membership of Adoption Central England; 2) Requests clarification regarding how the overspends of the fostering service and external fostering budget in 2017/18 have been addressed; 3) Asks the executive to approach local cultural and leisure providers to attempt to secure concessionary rates for looked after children; and 4) Notes the annual reports 2017/18 for the fostering and adoption services. 	Executive response – 27/09/2018	Completed
	Children and Young People	RESOLVED: that the Committee recommends that the Plan includes reference to:	Approval of plan expected in Summer 2019.	

	Plan 2018 - 2023	<p>a) the impact of poverty and deprivation on children and young people;</p> <p>b) refugee and migrant children and families; and</p> <p>c) the issue of County lines under the <i>be safe from harm</i> priority.</p>		
17 September 2018	Youth Justice Plan 2018-2019	<p>RESOLVED: that the Committee:</p> <p>a. endorses the Plan for presentation to full Council;</p> <p>b. notes the improvement in the rate of first time entrants across West Mercia but recognises further progress is required to reduce the rate in Herefordshire;</p> <p>c. supports an increase in the use of informal responses, such as community resolution, to divert young people from the formal justice system and recommends that this is progressed as a priority;</p> <p>d. expresses concern regarding the persistently high level of reoffending in Herefordshire and recommends that the General Scrutiny Committee review the reducing youth offending delivery plan, being produced by the Herefordshire Community Safety Partnership, and also scrutinises the CSPs approach to youth crime and anti-social</p>	<p>Recommendations a,b,c and f sent to the Youth Justice Service – 20/09/2018</p> <p>Recommendation d sent to the chairman of the general scrutiny committee – 20/09/2018</p>	Completed

		<p>behaviour;</p> <p>e. agrees witnesses from the police, the CSP and other relevant partners such as Addaction will be invited to participate in the committees future consideration of the Youth Justice Plan; and</p> <p>f. requests that the Plan incorporates clarity regarding why it is produced, to whom it is aimed and the communities it serves.</p>		
	Corporate Parenting annual Update	<p>RESOLVED: that the Committee:</p> <p>a. notes the update and recognises the progress made;</p> <p>b. asks the executive to encourage all members to use local contacts to identify employment and work experience opportunities for LAC; and</p> <p>c. agrees to write to local cultural providers to request concessions for LAC.</p>	<p>b. a letter will be sent to all Councillors who have not previously responded asking them to identify work experience and employment opportunities that they may be able to broker on behalf of looked after children and care leavers.</p> <p>c. letters circulated 25 October 2018</p>	Completed
	Education, Development and Skills Strategy 2018-2021	<p>RESOLVED: that the Committee:</p> <p>a. supports the Strategy as a high level statement of intent and requests that further detail on the individual projects are circulated when available; and</p> <p>b. requests that the committee is involved in the review of the SEND strategy.</p>	<p>From Cabinet Member decision report – 14/12/2018</p> <p>The children and young people’s scrutiny committee reviewed the draft strategy at their meeting on 17 September and they confirmed their support for the strategy as a high level statement of intent and requested that further detail on the individual projects are circulated when they become available.</p>	Completed

1 October 2018	Referrals to the multi-agency safeguarding hub	RESOLVED - That the committee notes the report and requests that an update on the level of referrals and engagement between the Police and early help service is provided to a meeting of the committee in March 2019.	Update report allocated to the meeting of the committee on 4 March 2019	Completed
	Outcome of Ofsted inspection of local authority children's services and action plan	<p>RESOLVED – That the committee:</p> <ul style="list-style-type: none"> • endorses the action plan; • allocates a quarterly item to its work programme to assess progress against the action plan; and • welcomes those positive elements emerging from the inspection including: safeguarding arrangements; looked after children and early help; care leavers; children with disabilities; children at risk of sexual exploitation or wider exploitation; the Council's approach to elective home education; and children who go missing. 	<p>First quarterly report allocated to the meeting of the committee on 4 March 2019.</p> <p>Considered by Cabinet on 18/10/2018</p>	Completed
	Herefordshire Safeguarding Children Board (HSCB) Annual Report 2017/18	<p>RESOLVED – that:</p> <ul style="list-style-type: none"> • The HSCB annual report 2017/18 is noted and the committee recognises the concerns raised by the Chair of the Board; • The committee receives details of proposed safeguarding monitoring arrangements in Herefordshire under new legislative provisions; and • Following the implementation of new safeguarding monitoring arrangements in 	Update report allocated to the meeting of the committee on 4 March 2019.	Completed

		Herefordshire from 2019 the committee reviews the involvement and commitment of all agencies.		
12 November 2018	Dental health and childhood obesity spotlight review - recommendations and outcomes	RESOLVED: that the committee agrees: <ol style="list-style-type: none"> 1) The submission to the executive and relevant organisations of the outcomes and recommendations of the spotlight review, subject to those amendments to the recommendations outlined above; 2) the inclusion of additional recommendations, as outlined above, in the report of the spotlight review and submission to the executive and relevant organisations; 3) to write to local Herefordshire MPs to request detail as to how the priority of childhood obesity in the county is being championed; and 4) to delegate to the Chairperson the finalisation of the report of the outcomes and recommendations of the spotlight review prior to submission to the executive and relevant partners. 	See appendix d	Completed
	Section 20 task and finish group – recommendations and outcomes	RESOLVED: that the committee agrees the submission of the report and recommendations of the section 20 task and finish group to the executive.	See appendix c	Completed
29 November 2018	Scrutiny working group update on looked after children cost	RESOLVED: that future updates concerning performance against the LAC reduction savings proposal added to the committee’s work programme.		

	reduction			
	Setting the 2019/20 budget, capital investment and updating the medium term financial strategy	<p>RESOLVED – That the committee:</p> <ul style="list-style-type: none"> - supports investment in early help, edge of care and placement stability services and requests that business cases are shared with the scrutiny committee when available; and - supports the separate monitoring and reporting of overspends on the LAC budget from the children and families budget. 		