

# Adult Social Care and Strategic Housing Scrutiny Committee

Date: **Monday, 10th December, 2007**

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Time: **10.00 a.m.**

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

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

*For any further information please contact:*

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**County of Herefordshire  
District Council**



# AGENDA

## for the Meeting of the Adult Social Care and Strategic Housing Scrutiny Committee

To: Councillor PA Andrews (Chairman)  
Councillor WLS Bowen (Vice-Chairman)

Councillors ME Cooper, H Davies, MJ Fishley, KG Grumbley, AT Oliver,  
JE Pemberton, A Seldon, RV Stockton and JK Swinburne

Co-opted Member: Mr R Kelly (Voluntary Sector Representative)

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1. <b>APOLOGIES FOR ABSENCE</b> To receive apologies for absence.	
2. <b>NAMED SUBSTITUTES</b> To receive details of any Member nominated to attend the meeting in place of a Member of the Committee	
3. <b>DECLARATIONS OF INTEREST</b> To receive any declarations of interest by Members in respect of items on this Agenda.	
4. <b>MINUTES</b> To approve and sign the Minutes of the meeting held on 1 October, 2007.	1 - 10
5. <b>SUGGESTIONS FROM MEMBERS OF THE PUBLIC ON ISSUES FOR FUTURE SCRUTINY</b> To consider suggestions from members of the public on issues the Committee could scrutinise in the future.	
6. <b>PRESENTATION BY REGISTERED SOCIAL LANDLORDS</b> To receive a presentation from Registered Social Landlords.	11 - 12
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<b>9.</b>	<b>LEARNING DISABILITIES SERVICE IMPROVEMENT PLAN - PROGRESS REPORT</b>	25 - 34
	To update the Committee on the Council's response to the Commission for Social Care (CSCI) report on the Learning Disability Service.	
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## **PUBLIC INFORMATION**

### **HEREFORDSHIRE COUNCIL'S SCRUTINY COMMITTEES**

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

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

The principal roles of Scrutiny Committees are to

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

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

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### **Adult Social Care and Strategic Housing**

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

### **Children's Services**

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

### **Community Services Scrutiny Committee**

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

### **Health**

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

### **Environment**

*Environmental Issues  
Highways and Transportation*

### **Strategic Monitoring Committee**

*Corporate Strategy and Finance  
Resources  
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**Human Resources***

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COUNTY OF HEREFORDSHIRE DISTRICT COUNCIL

**MINUTES of the meeting of Adult Social Care and Strategic Housing Scrutiny Committee held at The Council Chamber, Brockington, 35 Hafod Road, Hereford on Monday, 1st October, 2007 at 10.00 a.m.**

**Present:** Councillor PA Andrews (Chairman)  
Councillor WLS Bowen (Vice-Chairman)

**Councillors:** H Davies, MJ Fishley, AE Gray, KG Grumbley, G Lucas, AT Oliver, JE Pemberton, RV Stockton and JK Swinburne

**Mr R Kelly (Voluntary Sector Representative)**

**In attendance:** Councillors LO Barnett Cabinet Member (Social Care Adults and Health), PJ Edwards and JG Jarvis Cabinet Member (Environment and Strategic Housing)

**13. APOLOGIES FOR ABSENCE**

It was noted that three Members of the Committee, Councillors H Davies, AE Gray and AT Oliver had been accidentally omitted from the membership of the Committee listed on the agenda.

Apologies were received from Councillor ME Cooper.

**14. NAMED SUBSTITUTES**

Councillor G Lucas substituted for Councillor ME Cooper.

**15. DECLARATIONS OF INTEREST**

Councillor AE Gray declared a personal interest in relation to agenda item 11: Learning Disability Action Plan.

**16. MINUTES**

**RESOLVED:** That the Minutes of the meeting held on 22nd June, 2007 be confirmed as a correct record and signed by the Chairman.

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

There were no suggestions from Members of the Public.

**18. PRESENTATION BY CABINET MEMBER (SOCIAL CARE ADULTS AND HEALTH)**

The Committee received a presentation from the Cabinet Member (Social Care Adults and Health).

A report from the Cabinet Member summarising current issues in strategic housing

## **ADULT SOCIAL CARE AND STRATEGIC HOUSING SCRUTINY COMMITTEE MONDAY, 1ST OCTOBER, 2007**

and adult social care, achievements during the previous year, priorities for the next twelve months, topics where scrutiny could help big decisions likely to go to Cabinet in the next few months, key dates and performance was circulated at the meeting.

The Cabinet Member referred Members to her report, commenting briefly upon aspects of it, noting the challenges ahead and expressing the hope that the extra capacity built into the service would help to meet them.

In the ensuing discussion the following principal points were made:

- It was suggested that the threshold for affordable housing as set out in the Unitary Development Plan needed to be revisited and lowered.
- The cost of provision of care for people with learning disabilities and shortage of housing options was raised. The Head of Adult Social Care – Learning Disabilities reported that negotiations were underway on a contract with an independent sector partner to increase housing options. The financial parameters within which the partnership had to operate were within the current budget for the transferring services.
- Asked about IT provision the Director of Adult and Community Services said that the need to replace the current performance management system had been recognised. The target date was Summer 2008 but there was a lot of work to be done. It was added that the key was to ensure that effective systems and processes were in place to derive the benefit from IT. Work was focusing on assessment and care management processes.

The Chairman thanked the Cabinet Member.

### **19. PRESENTATION BY REGISTERED SOCIAL LANDLORDS**

The Committee received a presentation by representatives of the Festival Housing Group (FH): Richard Grounds, Commercial Director and Claire Huyton Executive Director of Festival Housing Ltd.

Copies of the Group's annual report 2006/07 and strategic plan 2007/08 had been supplied and previously circulated for the Committee's reference.

The presentation outlined:

- the formation of the Group
- highlights, including: 8,000 homes in Worcestershire and Herefordshire, over 1,350 homes in Herefordshire, 200 new homes being provided a year, 1,000 people helped into home ownership, an Audit Commission inspection in October 2005 which had given the Group a two star rating as a body providing a 'good' service with 'promising prospects' for improvement, and 500 staff achieving Investors in People and Charter Mark Awards.
- The development of the landmark Rose Garden Extra Care Scheme in Hereford, due for completion in June 2008.
- The approach to rural housing – based on small scale, good design, consultation and a local lettings policy.

**ADULT SOCIAL CARE AND STRATEGIC HOUSING SCRUTINY COMMITTEE MONDAY,  
1ST OCTOBER, 2007**

- The approach to home ownership, with 1,000 households assisted, a Herefordshire do it yourself shared ownership scheme, shared ownership, mortgage rescue and the Festival property purchase scheme for first time buyers and others.
- That 95% of homes currently were classified as decent and the target was to make this 100% by 2010. The planned investment was £12 million per annum.
- Green initiatives.
- The future including looking at sheltered housing, resident expectations and a review of future options.
- The approach to repairs and void properties noting that the Group had its own maintenance company to maintain quality and cost. It was in the top quartile for urgent repairs, had 97% customer satisfaction, and was in the 2nd national quartile for void properties.
- The different housing needs to be met noting the need for more extra care housing, the high demand, except for some sheltered housing, and that where there was underoccupancy there was a need to provide an attractive alternative to encourage people to move. The Group worked closely with the Council on the homelessness issue.
- The Audit Commission Assessment had given the Group a two star rating as a body providing a 'good' service with 'promising prospects' for improvement. It had found access to services was easy and staff were customer focussed, improvements to homes were to a good standard and there was high tenant satisfaction with improvement work, anti-social behaviour was being well managed, vacant properties were repaired promptly and to a good standard, a good record of making service improvements and in increasing tenant satisfaction, and income management was strong and customer focused.
- Awards included: Charter Mark, Quality Housing Services, Centre for Sheltered Housing Studies and a UK Housing Award for the mobile office.
- Developing new ways of involving residents
- Work in neighbourhoods with the police and voluntary sector, including resourcing community initiatives, a grant on one estate achieving a 70% reduction in anti-social behaviour.
- An action plan to improve equality and diversity.
- Initiatives in Herefordshire included: the landmark extra care initiative, pathways into home ownership, close co-operation with Homepoint on choice-based lettings, and progressing new schemes for affordable homes.

In summary it was stated that the Group provided good services – confirmed by the Audit Commission, had a track record in delivery of new homes in Herefordshire, had a leading role in low-cost home ownership initiatives, had local management and neighbourhood initiatives, resident involvement at all levels, supported neighbourhood initiatives, had a track record in partnership working, high customer satisfaction, good services and continuous improvement.

In response to questions the following principal points were made:

- Asked about measures to prevent misuse of properties it was stated that the Group had strengthened its tenancy agreements and also had starter tenancies involving visits and contact with tenants and a review at the end of the first year. The aim was to support tenants and especially young tenants.

## **ADULT SOCIAL CARE AND STRATEGIC HOUSING SCRUTINY COMMITTEE MONDAY, 1ST OCTOBER, 2007**

- The process for managing tenants who were in arrears was explained. Asked if eviction was pursued FH worked with the Council on the issue it was confirmed that if an application for a warrant for eviction had to be made there was usually a gap between the application and an eviction. During this time there was an opportunity for preventative work and Herefordshire Council did try to help to avoid eviction.
- It was asked whether there was any screening of tenants, especially where challenging behaviour was involved. The reply was that in Herefordshire tenants applied through Home Point. The aim was to identify any problems early on and offer a support plan. Abuse of properties was relatively rare.
- The sheltered accommodation at Turner Court Ledbury was discussed. The property consisted of 20 flats, 13 of which were bedsits. However, research had clearly shown that older people wanted 2 bedroom accommodation. A number of improvements were under consideration.
- The shortage of affordable housing was also raised. In reply it was said that lack of funding had at one time been the issue. However, whilst there was now more finance available there was a shortage of land for affordable housing.

The Cabinet Member (Environment and Strategic Housing) reported that consideration was being given to whether suitable sites for affordable housing could be found from within the Council's landholdings.

- A question was asked about underoccupancy. FH said that there were no provisions to compel people to move to smaller properties. The FH approach was to manage these situations sensitively and identify attractive alternatives. However, even though there was an incentive scheme this was a difficult exercise. Work was being done on this issue and reference was made to the Council's Sheltered Housing Review which assessed need.
- Asked about the approach to energy efficiency FH said they considered their approach to be good. They expected to attain a level 3 rating under the Code for Sustainable Homes next year moving up to level 6 by 2016. Energy efficiency work was being carried out but a balance had to be struck against the capital costs, noting that some of the housing stock was 40-50 years old.
- It was noted that one of the priorities was to reduce fuel costs. Those using prepayment meters paid most. FH had joined a fuel club to try to obtain good value fuel. Welfare benefits advice also provided help.
- The potential future accommodation needs of migrant workers and the importance of clear factual information on this issue was noted.

The Chairman thanked the representatives of Festival Housing Ltd.

It was noted that arrangements were being made for the representatives of the other major Registered Social Landlords to attend the next meeting.

### **20. REVENUE BUDGET 2007/08**

The Committee received an update on the projected outturn for 2007/08 for Adult Social Care and Strategic Housing.

## **ADULT SOCIAL CARE AND STRATEGIC HOUSING SCRUTINY COMMITTEE MONDAY, 1ST OCTOBER, 2007**

The Interim Finance Manager presented the report. The projected overspend for 2007/08 on adult social care was £4.02 million representing a 9% overspend. Remedial actions were set out in the report and it was noted that the impact of these measures would be reflected in the next report to the Committee.

The projected overspend on Strategic Housing was noted as £19,000.

The Director of Adult and Community Services referred to the reasons for the overspend and the strategy to address it that was set out in the report. He emphasised that the matter was being taken very seriously in the knowledge that a continuing overspend could not be sustained by the Council. He commented on the fairer charging policy designed to maximise income; the investment to be made to change service delivery, following the recent work on needs analysis for older people, which would in future provide a service which cost more than it did at present but less than it would have done without change; the investment in Herefordshire Connects; the pressures caused by expensive nursing and residential care packages and the significance of preventative action.

He also informed the Committee that a budget seminar had been scheduled for the afternoon of Wednesday 28th November.

In the ensuing discussion the following principal points were made:

- It was asked whether the Primary Care Trust was meeting its funding commitments. The Director reported that there were some areas for discussion. The Council was working with the PCT to review a number of cases which may qualify for funding under new Continuing Care guidelines. The current policy on placements under section 117 was also being reviewed. Asked how this latter point was being addressed the Director said that the matter had been raised with the PCT, requesting an urgent review.
- The continuing budget pressure caused by the cost of providing temporary accommodation to support the homelessness service was raised. In reply it was reported that whilst significant progress had been made, reducing the number from 55 families in January 2006 to 4 families now, it was proving hard to meet the target of zero. There were further pressures as a result of prisoners being released early on licence and rising interest rates leading private landlords to sell properties or raise rents.
- The number and cost of nursing and residential packages and the reasons for the additional 16 placements between April and August were discussed. The Director reported that work was underway with the PCT to review the placements and ensure that the Council paid only for assessed need.
- In response to questions about projections for need the Director reiterated that detailed needs analysis for older people and those with learning disabilities had already been undertaken and further work was planned on physical disabilities and mental health. However, there would always be an element of uncertainty over how the strategic findings would translate into individual service user requirements.

### **RESOLVED:**

- (a) that the projected outturn for 2007/08 for Adult Social Care and Strategic Housing be noted;**

**and**

- (b) that the remedial measures to reduce the overspend as set out in the report be noted and a detailed report on the recovery plan be made to the next meeting.**

## **21. ADULT SOCIAL CARE FAIRER CHARGING**

The Committee considered the outcome of the consultation on recommendations on fairer charging for non-residential social services.

The recommendations made by Cabinet had been previously considered by the Committee on 22 June.

The Interim Change Manager presented the report. This noted that by far the most significant concerns had been raised about the proposed increase in day centre fees for £2.90 to £7.30. It had been suggested that this would move people away from Community Care Services leading to a decline in health and increased residential nursing care. As a consequence it was proposed to recommend to Cabinet that the charge be set at £4.

The Committee focused on the increase in day centre fees. It was noted that people attending the day centre had to pay for transport and food in addition to the day centre fee. There was a consensus that a review of provision itself was needed. It was proposed that this particular increase should be held in abeyance pending the Committee's review of the modernisation of day opportunities for older people.

### **RESOLVED:**

**That (a) Cabinet be recommended that the proposed increase in day care fees, now recommended at an increase from £2.90 to £4 be held in abeyance pending completion of the Committee's scrutiny review of the modernisation of day opportunities for older people;**

**and**

- b) that otherwise the fairer charging proposals be noted and an update be provided to the Committee in six months time on the effects of the their introduction.**

## **22. ADULT SERVICES AND STRATEGIC HOUSING PERFORMANCE MONITORING**

The Committee considered the national performance indicators position and other performance management information for the Adult Social Care and Strategic Housing Divisions within the Adult and Community Services Directorate.

In the course of discussion the following principal points were made:

- The Commission of Social Care Inspection (CSCI) judgment and star rating of Social Care performance was discussed. It was noted that although performance against the indicators had generally improved this had to be viewed in the context of improved performance by other authorities against the indicators and this aspect of performance was only one of the factors CSCI took into



account in forming its judgment.

- In relation to indicator D41: delayed transfer of care it was asked what the current performance was. In reply it was stated that the statistic was provided by the PCT and information was not to hand.
- The extent to which the indicators measured quality of Service was raised. The Improvement Manager commented that the set of national indicators was expected to change, to focus more on outcomes. Consideration was being given to how local indicators might be revised in line with this approach.

**RESOLVED: That the reported progress be welcomed whilst recognising that there were some caveats.**

### **23. LEARNING DISABILITY ACTION PLAN**

*(Councillor AE Gray declared a personal interest in this item.)*

The Committee considered a progress report on the implementation of the action plan agreed following the Commission of Social Care Inspection (CSCI) inspection of Learning Disability Services.

The inspection report itself and the action plan had been presented to the Committee in June and were available for inspection. A progress report against the action plan that had been presented to CSCI in August was appended to the report.

The Head of Adult Social Care – Learning Disabilities presented the report. She reported that progress was on target against all the actions.

In response to a question it was confirmed that the Council had a contract with an advocacy organisation to deliver the required support to people with a learning disability.

A question was also asked about the resourcing of some of the investment in the service such as the increase in the staffing capacity of the Community Team. The Director of Adult and Community Services replied that the recent needs analysis had recognised the need to invest in this area as an invest to save measure and as such this did not impact on the Directorate's budget position.

**RESOLVED: that a further progress report be provided in three months time.**

### **24. EXECUTIVE RESPONSE TO THE RECOMMENDATIONS ON HOMELESSNESS**

The Committee received a report on the response of the Cabinet Member (Social Care Adults and Health) to the Committee's recommendations on Homelessness.

The report noted that the Committee had agreed a number of recommendations on homelessness in March 2007. The Head of Strategic Housing presented the report commenting on action being taken in response to each of the recommendations.

It was noted that the recommendation that the youth homelessness prevention programme should be rolled out to all schools had been accepted in principle. However, resources were not available in the budget. Work was continuing with Children's services to attract funding.

**RESOLVED:** That the response to the recommendations as set out in the report be endorsed subject to restating the Committee's wish that funding should be identified to enable the youth homelessness prevention programme to be rolled out to all schools.

**25. SCRUTINY REVIEW: THE MODERNISATION OF DAY OPPORTUNITIES FOR OLDER PEOPLE**

The Committee considered a scoping statement for a proposed review of the modernisation of day opportunities for older people.

A draft scoping statement was appended to the report.

**RESOLVED:**

- That
- (a) the scoping statement for a review of day care as appended to the report be agreed;
  - (b) the Review Group comprise Councillors WLS Bowen, ME Cooper, MJ Fishley and AT Oliver;
- and
- (c) that Councillor WLS Bowen be appointed Chairman of the Review Group.

**26. SCRUTINY REVIEW: HEREFORDSHIRE HOME POINT HOUSING ALLOCATIONS POLICY**

The Committee considered a scoping statement for a proposed review of the allocation of housing in Herefordshire.

A draft scoping statement was appended to the report.

**RESOLVED:**

- That
- (a) the scoping statement for a review of the allocation of housing in Herefordshire as appended to the report be agreed;
  - (b) the Review Group comprise Councillors PA Andrews, H Davies, KG Grumbley and JE Pemberton,
- and
- (c) that Councillor PA Andrews be appointed Chairman of the Review Group.

**27. WORK PROGRAMME**

The Committee considered its work programme.

**ADULT SOCIAL CARE AND STRATEGIC HOUSING SCRUTINY COMMITTEE MONDAY,  
1ST OCTOBER, 2007**

Further to discussions earlier in the meeting the following additions were proposed:

- December: Learning Disability Services Action Plan Update, Learning Disability Services –Tender for Support, the replacement of Widemarsh Workshops and presentations by other major Registered Landlords.
- April 2008: An update on the effects of the implementation of the fairer charging proposals.

**RESOLVED: that the work programme as amended be approved and reported to the Strategic Monitoring Committee.**

The meeting ended at 12.55 p.m.

**CHAIRMAN**



## **PRESENTATION BY REGISTERED SOCIAL LANDLORDS**

**Report By: Head of Strategic Housing**

### **Wards Affected**

County-wide

### **Purpose**

1. To receive a presentation from two of the Registered Social Landlords (RSLs) operating in Herefordshire.

### **Financial implications**

2. None identified.

### **Background**

3. These presentations were requested by the Committee following a discussion at the meeting in June. At the meeting in October the Committee received a presentation from Festival Housing Ltd. Presentations will be made to this meeting by Herefordshire Housing Ltd and the Marches Housing Association Ltd.

### **RECOMMENDATION**

**THAT the presentations by the RSLs be noted, subject to any comments the Committee wishes to make.**

### **BACKGROUND PAPERS**

- None



## REVENUE BUDGET 2007/08

**Report By: Interim Finance Manager Adult & Community Services**

### Wards Affected

County-wide

### Purpose

1. To provide an update on the projected outturn as of the end of October for financial year 2007/08 for Adult Social Care and Strategic Housing.

### Financial Implications

2. These are contained in the report.

### Background

3. The Adult Social Care and Strategic Housing Scrutiny Committee receives regular Budget monitoring reports with the last one covering the first five months of the financial year. The position presented to the 1<sup>st</sup> October Committee showed a projected overspend of £4.02m on Adult Social Care, a projected overspend of £0.01m on Strategic Housing, and an under spend of £0.09m on Commissioning and Improvement.

### Updated Position

4. The updated position is as follows:

	<b>2007/8 Budget</b>	<b>Projected overspend August 2007</b>	<b>Projected Overspend October 2007</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>
Adult Social Care	31.00	4.61	4.41
Comm.& Improvement	1.24	(0.10)	(0.09)
Strategic Housing	2.03	0.01	0.11
<b>Total</b>	<b>34.27</b>	<b>4.52</b>	<b>4.43</b>
Less needs analysis Funding		0.50	0.50
<b>Projected overspend</b>		<b>4.02</b>	<b>3.93</b>

## **Adult Social Care**

5. A detailed breakdown of the projected overspend as at October 2007 is presented at appendix A, which shows that of the £4.41m, learning disabilities contributes £2.7m, mental health, £1.4m and physical and sensory disabilities £0.70m. The major budget pressures across all service groups within Adult Social Care are residential and nursing care placements and domiciliary care costs.
6. The movement in residential care placements year to date are as follows:

		<b>April 2007</b>	<b>August 2007</b>	<b>October 2007</b>	<b>Net Change Year to date</b>
Learning Disabilities	Agency placements	18	18	17	-1
	Residential	74	90	93	+19
	Nursing	7	9	10	+3
Mental Health	Residential	145	160	159	+14
	Nursing	111	110	108	-3
Physical Disabilities	Residential	17	20	19	+2
	Nursing	10	12	11	+1
Older people	Residential	125	126	130	+5
	Nursing	119	121	122	+3
	<b>Total</b>	<b>271</b>	<b>279</b>	<b>282</b>	<b>+43</b>

7. With a net increase of 43 nursing and residential packages, it is clear that budgets will be under pressure. There is evidence that the rate of growth in placements is slowing and in the last two months 5 new packages have been agreed against an average of 7 per month to August. This is reflected in the £200k reduction in the projected outturn within the period.
8. For 2007/08 the Directorate received Invest to Save monies of £2.7 million. It is clear this will not be spent this year. At least £1m will not be used after allowing for the utilization of £500k to fund specific short term packages, pending redesign of service provision.
9. In line with the Council's overall financial policy a centrally held contingency has been set aside for Social Care (both Adults and Children's) of £1.3 million. It is likely that a minimum of £650k will be allocated for adult social care.



10. No provision has been made for an increase in income from charges under the new policy which commences in January 2008.
11. The Directorate is in discussion with the PCT about Free Nursing Care costs and this may have an impact.
12. There may be additional costs from the opening of Leadon Bank.

### **Remedial Action**

13. In recent months efforts have been made to bring expenditure back in line with budget. The level of overspend is such that it is clear the budget will not be brought back into balance in the short term. The Adult Services Transformation Board is implementing an action plan intended to contain and reduce spending whilst ensuring there is a move towards a more modern style of service delivery. The plan includes the implementation of the fairer charging strategy, which is now expected to generate around £500k in a full year. The income had been expected to be higher but the charge for day care services has been reduced.
14. A review of the level of support by the PCT is underway. In particular the amount continuing care funding received. There is also a reassessment of all mental health clients, who do not contribute to their care because they fall within Section 117 provisions. A zero based budgeting exercise for people with learning disabilities is planned. Further work around a finance mapping exercise is being undertaken on Mental Health funding.
15. Supporting people funding has been agreed to provide a roving night service and to provide temporary accommodation to people in crisis. Staff are working closely to identify areas where under committed supporting people monies can be used within the terms of the grant to mitigate costs.
16. Further assistance may occur as a result of a proposal put forward to utilise an additional £500k of supporting people funding. This would assist people in transition from residential care to self directed care options and therefore reduce financial pressure.

### **Commissioning & Improvement**

17. The major factors in the projected under spend are delays in recruitment and the decision to carry out data cleansing in –house rather than use an external source (£44k).

### **Strategic Housing**

18. The major budget pressure within Strategic Housing has been the demand for temporary accommodation for homeless people. Despite significant efforts to contain costs in the period (and the identification of £62k in savings), there has been a net projected increase of £100k. Homelessness costs have risen in part due to bed and breakfast costs and the additional cost of temporary staff. During the period, the numbers in bed and breakfast accommodation have increased significantly to the highest this year (7 families, 3 couples, and 26 singles).

## **RECOMMENDATION**

**THAT the Committee notes and comments on the projected outturn for financial year 2007/08 for Adult Social Care and Strategic Housing.**

### **BACKGROUND PAPERS**

- None identified

	<b>2007/2008 Budget</b>	<b>YTD Actuals @ October 2007</b>	<b>YTD Budget @ October 2007</b>	<b>YEAR END PROJECTION @ October 2007</b>	<b>YEAR END VARIANCE Over / (Under)</b>
Strategic Housing	2,027,563	(4,349,636)	1,109,160	2,137,976	110,413
Commissioning & Improvement	1,243,730	133,808	359,722	1,158,147	(85,583)
Adults	237,410	(792,093)	138,489	253,120	15,710
Adult Placement Scheme	0	(31,654)	0	0	0
Learning Disabilities	8,425,681	8,812,521	4,913,214	11,086,506	2,660,825
Mental Health	4,701,033	2,671,567	2,742,269	6,061,924	1,360,891
Older People	13,079,890	5,748,038	7,629,936	12,886,818	(193,072)
Physical Disabilities / Sensory Impairment	2,961,886	2,265,014	1,727,767	3,665,052	703,166
Prevention Services	176,780	100,273	103,122	180,524	3,744
Section 75 Arrangements	1,059,318	621,400	558,518	934,291	(125,027)
Service Strategy	333,122	189,380	194,213	314,282	(18,840)
Transport	4,970	27,687	2,899	4,970	0
Total Adult Social Care	30,980,090	19,612,132	18,010,427	35,387,487	4,407,397
Less needs analysis funding					(500,000)
Community Services	10,232,701	6,112,819	6,413,030	10,232,701	
<b>Total Adult &amp; Community Services</b>	<b>44,484,084</b>	<b>21,509,124</b>	<b>25,892,340</b>	<b>48,916,310</b>	<b>4,432,226</b>



## ADULT SERVICES AND STRATEGIC HOUSING PERFORMANCE MONITORING

**Report By: Improvement Manager**

### Wards Affected

County-wide

### Purpose

1. To report on the national performance indicators position and other performance management information for the Adult Social Care and Strategic Housing Divisions within the Adult and Community Services Directorate.

### Financial Implications

2. No direct implications.

### Background

3. The Performance Improvement Framework of the Council requires reporting to Scrutiny Committee at 4, 6, 8, 10 and 12 months. This report covers the Performance Indicator out-turns as at **31<sup>st</sup> October 2007**, target figures for 2007-08, along with information about Forecast, Direction of Travel and Status, which are defined as:
  - ◇ Forecast – the anticipated out-turn at year end based on current information and intelligence,
  - ◇ Direction of Travel – indicates whether the current position demonstrates improvement against the previous year's out-turn,
  - ◇ Status – indicates (using traffic lighting) whether the current position demonstrates progress in line with the agreed target – G = Green, A = Amber, R= Red.
4. The Department of Health (DH) publishes statistical information on the performance of all Adult Social Care Departments. There is a national set of indicators covering Adult Social Care Services. The DH ranks performance in five bands ranging from Band 1 – “investigate urgently” to Band 5 – “very good” – the bands are known as ‘blobs’ and are highlighted in the out-turn information.
5. Strategic Housing performance is monitored by Best Value and local indicators and regularly reports to the Government Office of the West Midlands and the Department for Local Government and Communities.

### Adult Social Care

6. The table in Appendix One includes details of the Social Care Performance Indicators.

7. Overall, the performance position as at the end of October for Adult Social Care is reasonably healthy. There are 16 PIs that are on target or better and have a green status, five which are rated as amber and five highlighted as red. Sixteen PIs are performing better than the 2006-07 position.
8. C28 – Intensive homecare is the final out-turn position for 2007-08. At 7.5 it has improved on 2006-07 (6.7), but not reached target (8.1).

**Annual Judgement**

9. The annual judgement from the Commission for Social Care Inspection (CSCI) was formally published on 29<sup>th</sup> November. Adult Social Care has been judged as delivering Adequate services with Uncertain prospects for improvement. This results in the authority retaining its One Star status.

**Strategic Housing**

10. The detail of the housing indicators is shown in Appendix Two.
11. Overall the latest PI position for Strategic Housing is satisfactory and shows that four indicators are rated as having a green status, three amber and two red. Five indicators are performing better than the end of year position for 2006-07.

**User Involvement**

12. The Public Contact Team is responsible for administering user involvement and consultation activity / surveys for both Strategic Housing and Social Care.
13. The most recent user involvement activity was a satisfaction survey of people that received Home Care services. The highlight findings from this survey are:

Home Care Services	2003 %	2006 %	<b>2007 %</b>
Users satisfied with the help they receive from their home Care Provider.	68.1	52.7	<b>51.7</b>
Care Workers do the things I want them to.	98.6	90.2	<b>90</b>
Care Workers never spend less time than they are supposed to.	76.7	60.9	<b>56</b>
Care Workers are never in a rush.	54.9	44.4	<b>38.1</b>
Users feel in control of their daily life.	-	36.6	<b>35.6</b>
User feel safe in their own home.	81.4	96.4	<b>95.8</b>

14. The downward trend in satisfaction coincides with the time that homecare services were externalised. The feedback indicates that service users feel that the quality of service is diminishing; users feel that staff are increasingly rushed and therefore not able to spend time doing the things they need or want - individual choice and control about how services are delivered is therefore more limited. On a positive note, users

are now feeling safer in their own homes. These findings are similar to those found in a national study 'Time to Care' published earlier this year by CSCI. Within Herefordshire we are reviewing our monitoring and contracting arrangements to identify ways to improve the service.

15. Alongside this, work has commenced to develop robust approaches to assuring Quality of Service for users. This will help to inform service design, development and commissioning and will improve the experience for people using social care services. Further information about the approach to Quality of Service will be available at the next Scrutiny meeting.
16. Forthcoming user involvement activity includes, a Meal on Wheels Survey, a Homelessness Forum to engage service users and discuss the prevention agenda and the Department of Health annual survey, which will focus on Community Equipment Services.

## **RECOMMENDATION**

**THAT (a) the report on Adult Social Care and Strategic Housing performance be noted;**

**and**

**(b) areas of concern continue to be monitored.**

## **BACKGROUND PAPERS**

- None Identified

Appendix One

Ref.	Definition	Measured in	Adult Social Care												DoT	Status	Forecast
			History						Plan								
			IPF 05-06	Exc't 05-06	Hfds 05-06	IPF 06-07	Exc't 06-07	Hfds 06-07	IPF 07-08	Exc't 07-08	Hfds 07-08						
C73	Adults aged 18-64 admitted on a permanent basis in the year to residential or nursing care.	Number	2.0	2.5	2.5	1.7	1.8	2.0			1.5	↑	A	>1.5			
D37	Availability of single rooms.	%	95.0	98.0	88.0	98.0	97.8	90.1			90	↓	G	90			
D39	Percentage of people receiving a statement of their needs and how they will be met.	%	93.0	97.0	91.0	96.2	98.1	95.0			100	↑	G	100			
D40	Clients receiving a review.	%	68.0	74.0	75.0	73.8	81.0	76.3			78	↑	G	>78			
D41	Delayed transfer of care (interface).	Number				19.2	18.2	31.0			<20	↑	G	<20			
D54	Percentage of items of equipment and adaptations delivered within 7 working days.	%	86.0	89.0	94.0	88.9	93.0	96.2			96	↑	G	>96			
D55	Acceptable waiting times for assessments.	%	79.0	86.0	70.0	86.1	89.3	83.6			90	↑	G	90			
D56	Acceptable waiting times for care packages.	%	86.0	89.0	79.0	87.8	91.4	76.0			85	↑	A	<85			
D75	Practice Learning.	Number				20.2	17.6	19.4			15	↓	G	>15			
E47	Ethnicity of older people receiving assessment.	Ratio				1.3	1.1	1.2			1	↓	R	<1			
E48	Ethnicity of older people receiving services following an assessment.	Ratio				1.0	0.9	1.3			1	↓	G	1			
E82	Assessments of adults and older people leading to provision of service.	%			84.0	76.0	66.0	82.2			77	↑	A	>77			



Appendix Two

Scrutiny Report - Adult and Community Services - Housing									
Ref.	PI Definition	Measured in	Latest WHMA	Hfds 05-06	Hfds 06-07	Hfds 07-08	DOT	Status	Forecast
BV64	Private sector dwellings returned to occupation or demolished as a result of LA action	Number	32	54	52	100	↑	A	>52
BV183a	Av. length of stay (weeks) for FWC in B&B accommodation	Number	2.6	10.65	15	0	↑	A	4
BV183b	Av. length of stay (weeks) for FWC in hostel accommodation	Number	3.8	29.3	26	0	↓	R	47
BV202	No. of people sleeping rough on a single night within the LA area	Number	4.6	<3	<3	<3	=	G	<3
BV203	% change in FWC placed in temporary accommodation compared with the average for previous year	Percentage	-24%	+26%	-19.50%	-15%	↓	G	-15%
BV213	No. of households who considered themselves homeless, for whom casework resolved their situation	Number (per thousand households)	0.4	0.93	3.12	4.00	↑	G	4.00
BV214	% of households accepted as homeless who have been previously accepted by the same LA within the last 2 years	Percentage	2.72%	2.88%	5.40%	1.50%	↑	A	>1.50% <5.40%
HCS 14	Homeless acceptances	Number	#	416	148	160	↓	R	162
DCLG 2010	Halve the numbers of households in temporary accommodation by 2010	Number	#	173	135	129	↑	G	<129
<b>KEY:</b>	WHMA (West Housing Market Area) consists of: Herefordshire, Shrewsbury & Atcham, Bridgnorth, Oswestry, North Shropshire and South Shropshire. Latest available data is 05/06.								



## LEARNING DISABILITIES SERVICE IMPROVEMENT PLAN - PROGRESS REPORT

Report By: Head of Adult Social Care – Learning Disabilities

### Wards Affected

County-wide

### Purpose

1. To update the Committee on the Council's response to the Commission for Social Care (CSCI) report on the Learning Disability Service.

### Financial implications

2. None

### Background

3. The Commission for Social Care Inspection (CSCI) inspected Herefordshire Council's services for people with a learning disability in January and February 2007. Their report indicated significant failings in the planning and delivery of the service: judging the service as "not serving people well with uncertain prospects". The Council accepted the findings of the inspection.
4. The inspectors presented their report to the Council on 21st June, 2007. The Council responded simultaneously with a comprehensive action plan.
5. Appendix 1 of this report provides an update on the progress of the action plan further to the report to his Committee in October.. The plan groups and priorities the actions the Council will take to address the 27 recommendations made by CSCI into five sections which are summarised below;

#### Section 1: Assessment, care management and safeguarding

7. Immediate priority was given to the recommendations in respect of weaknesses in assessment and care management, including safeguarding. Action was quickly taken to tackle the backlog of reviews by engaging additional social work staff through an independent team. Additional long-term capacity is now in place to ensure all service users are provided with at least an annual review of their support needs.
8. The other matters in this grouping concern person-centred planning, transitions from children to adult services and the updating of the manual of procedures.

#### Section 2: Plans and commissioning

9. This second grouping is to ensure Council and its partner's plans are comprehensive and integrated in order to successfully deliver high quality services. Targets and

timescales for service improvement will be determined through a single learning disabilities service plan.

**Section 3: Empowering people with learning disabilities and their carers**

10. This third grouping is central to the Council's intention to make self-directed support (direct payments and individualised budgets) the mainstream response to meeting people's needs. Other important components are the re-launching and re-energising of the valuing People Partnership Board and greater access to advocacy.

**Section 4: Tacking inequalities and increasing opportunities**

11. The fourth grouping sets out how we will increase opportunities for people with learning disabilities and tackle inequalities through an accelerated and targeted programme of equality impact assessments, increasing the number of people in employment and ensuring better health care.

**Section 5: A workforce to deliver success**

12. This programme of radical change requires a fundamental shift in culture and approach to provision of services. This section sets out the actions the Council and its partners will take to have a workforce with the right understanding, knowledge and skills to deliver it successfully.
13. Overall progress on implementing the Action Plan is good with all actions on target. By January 2008 the majority of the improvement milestones will have been achieved. The remaining milestones will become part of the mainstream Adult Social Care Improvement programme.

**RECOMMENDATION**

**THAT the action plan progress report be noted, subject to any comments the Committee wishes to make.**

**BACKGROUND PAPERS**

- Cabinet paper – 21st June, 2007
- CSCI Inspection report and Council's Action plan – available in Member's room

## PROGRESS ON IMPLEMENTING THE LEARNING DISABILITY ACTION PLAN

### 1. **Assessment, care management and safeguarding.**

#### CSCI Recommendation / Objective:

1. **The Council should address the huge backlog of annual reviews to ensure that service users have their needs appropriately met.**
2. **The Council should strengthen the Assessment and Care Management service with regard to improving management oversight, processes, practice and recording.**
3. **The Council, with its partner agencies, should ensure that adult protection arrangements are more effectively managed at both strategic and operational levels.**
4. **The Council should ensure a co-ordinated, strategic approach to support the development and delivery of person-centred plans to people with learning disabilities.**
5. **The Council should ensure that young people with learning disabilities reliably and consistently experience a seamless transition between Children's and Adult Services and that all relevant agencies are fully engaged in the process.**
6. **The Council should update the manual of policies and procedures, including the development of written protocols covering interfaces with Children's Services and within Adult Social Care services.**

#### Context / Evidence:

1. 530 people known to services, the majority of whom had not had annual reviews
2. Adult protection not given high enough priority across the Council
3. Protection Co-ordinator distracted by other responsibilities, therefore not doing enough on development and quality assurance
4. Training not mandatory, and should be
5. Poor management information, reporting and monitoring
6. Insufficiently shared approach between front-line and contracts staff
7. Insufficient capacity to do preventative work
8. No real improvement achieved from person-centred planning

9. Scope for more strategic approach re. priorities for action
10. Lack of clarity as to the relationship between person-centred plans and assessment and care management
11. No demonstrable link between protection procedures of children's services and those for adults. The Council should update the manual of policies and procedures, including the development of written protocols covering interfaces with Children's Services and within Adult Social Care services
12. Need to improve quality of the transitions process

**Progress:**

- a. **All service users will have had a review of their support and care needs within a twelve month period by the end of November. Management quality audit of all reviews will be complete by end of December.**
- b. **The learning disabilities community team structure and staff roles have been reviewed. Additional staff appointed to provide timely initial response and a commitment to a named worker for all service users.**
- c. **Monthly performance monitoring reports are provided to managers.**
- d. **Adult Protection Committee's role, membership and function reviewed. Renamed Adult safeguarding Board to reflect new Terms of Reference and strategic role. Recommendation that Chief Executive nominate senior manager to chair the committee.**
- e. **Training now mandatory for all staff. Recruitment of dedicated training officer to extend scope of safeguarding training and awareness.**
- f. **Team manager supported by dedicated administrator and additional contract monitoring capacity created.**
- g. **Monthly reporting on safeguarding cases shows significant improvement on actions on individual safeguarding plans.**
- h. **Framework agreed for service providers self assessment tool.**
- i. **Review of community team roles has confirmed PCP as integral to assessment process. Self directed support (in Control) adopted as first service response with integrated PCP.**
- j. **Multi-agency protocol to support the successful transition of young people into adult services agreed and being piloted. VPPB to be engaged in outcome of pilot.**

- k. All young people are offered self-directed support as first service response.
- l. Lead social worker role agreed to co-ordinate the transition of all young people and multi-agency tracking system in place.

## 2. Plans and commissioning.

### CSCI Recommendation/Objective:

1. The Council, with its PCT partner, should continue to improve the economy, efficiency and effectiveness of learning disability services
2. The Council should ensure that commissioning and contracting processes are used to improve the quality of services commissioned
3. The Council, with its partners, should develop a strategy to access resources from outside the adult social care budget.
4. The Council should ensure that people with learning disabilities maximise their independence and choice through a broader range of services.
5. The Council should develop a comprehensive quality assurance strategy to underpin all aspects of learning disability services
6. The Council should ensure the management capacity to implement, in a timely manner, the actions required in the five work-streams of the Improvement Plan for Adult Social Care Services, in order to improve service delivery.
7. The Council, with its PCT partner, should implement robust business planning arrangements for learning disability services.

### Context/Evidence:

1. Significant finance tied up in traditional residential and day care services.
2. Need to expand 'In Control' (self-directed support)
3. Need for ICT modernisation
4. Fuller and better joint approach to reducing risks re. pooled budgets
5. Maximising external funding and income from users
6. Market management underdeveloped
7. Contract monitoring not strong, with over-reliance on care management
8. Additional resources invested by the Council have largely secured existing (non-modernised) services
9. Need to increase income from users, in line with comparable Authorities.

10. Insufficient opportunities to promote independence because of current pattern of services
  
11. Legacy of reactive response in assessment and care management
12. Potential of 'In Control' (self-directed support) needs to be fully realised
13. No QA framework developed for LD services
14. The Council has to implement the five work-streams successfully
15. Not yet a coherent approach to strategic action planning for LD services.
16. More explicit links required between the various plans in this service area.

**Progress:**

- a) **Following consultation with service users and carers, the VPPB endorsed In Control (self directed support) as the preferred initial service response.**
- b) **Partner organisation identified to support adults with learning disabilities to live more independently. A reduction in those in registered care by thirty-eight in five years.**
- c) **The modernisation of day opportunities will reduce reliance on traditional building based services and increase in community settings.**
- d) **New partnership framework agreed with PCT to manage the pooled budgets, including learning disabilities. The agreement will commit the partners to joint service objectives and agree the resources needed to deliver them.**
- e) **The modernisation programme, to bring a wider range of services will be managed through a single service plan underpinning a wider strategic plan. A "Shaping the Market" group has been created to improve planning with the independent sector.**
- f) **A new charging policy has been agreed.**
- g) **Micro-enterprise development will support 10 individuals to develop their own employment through micro enterprise.**
- h) **The adult improvement across social care is being managed by a single improvement programme of which ICT is a part.**
- i) **A single Quality Assurance framework has been developed for adult social care and the British Institute for Learning Disabilities (BILD) is working with Herefordshire on a quality network to inform developments.**



### **3. Empowering people with learning disabilities and their carers**

#### **CSCI recommendation/objective:**

- 1. The Council and its partners should ensure that the Valuing People Partnership Board and its sub – groups operate effectively and inclusively to support the delivery of key outcomes for service users and carers.**
- 2. The Council should ensure that service users and carers are fully involved in strategic service planning, development and evaluation to promote their active involvement in the modernisation agenda.**
- 3. The Council should routinely seek feedback from people with learning disability and their carers about the quality of services, and act on this information.**
- 4. The Council should continue to promote self-directed support by increasing the take-up of Direct Payments and individualised budgets**
- 5. The Council should work with carers to develop a better range of, and access to, services to support them in their caring role.**
- 6. The Council should ensure that comprehensive, accessible information is available to people with learning disabilities about the nature, range and types of services provided and how to access them.**
- 7. The Council should ensure that the Fair Access to Care Services eligibility criteria are clear to people with learning disabilities and their carers**
- 8. The Council should ensure the independent advocacy services are accessible on an individual basis**

#### **Context/Evidence:**

1. VPPB not an effective decision-making body and strategic driver
2. No overall strategy document to respond to national priorities
3. Performance management role of VPPB weak
4. No carers' strategy
5. Users and carers not fully involved in strategic planning, development and evaluation of services. Their views are not routinely sought at present, but over past year some efforts to get feedback in report of current day services and accommodation and support services.
6. Foundations laid by being part of the 'In Control' pilot, with five people having secured individualised budgets.

7. Insufficient range of services
8. Insufficient access to relevant, timely information, advice and support
9. Insufficient support, in particular, for carers of those with complex needs
10. Carer's assessments not having demonstrable impact on their lives.
11. Need to accelerate planning to meet needs of those with older carers.
12. Said to be no specific support for BME carers.
13. Comprehensive information/directory not available
14. Need for information in range of formats
15. Range of printed leaflets limited
16. Functional IQ definition not an appropriate basis for meeting needs
17. Some users and carers not clear about eligibility criteria
18. Some individuals reporting limited access to independent advocacy

**Progress:**

- a. **The review of the VPPB is complete. The Board will take a more strategic role; concentrating on the “big issues”, judge progress and engage widely. The Council will employ a partnership officer who will be supported by an expert by experience (someone with a learning disability)**
- b. **The Councils “commitment to carers” has been agreed which describes the expectations of the relationship. Similar commitments to service users and providers are being developed.**
- c. **An overview strategic plan for learning disabilities is in final draft. It will be informed by the Herefordshire Partnership and Corporate Council priorities. It will feed commissioning intentions and is underpinned by a single service plan.**
- d. **The services eligibility criteria have been reviewed and no longer rely on functional IQ as a basis for meeting needs. A series of easy read information leaflets are current out for consultation.**
- e. **Increased investment in advocacy will ensure that everyone who is experiencing a life-changing situation will have access to an advocate.**

#### **4. Tackling inequalities and increasing opportunities**

**CSCI Recommendation/Objective:**

1. **The Council should ensure that equality and diversity issues are embedded at both strategic and individual levels in learning disability services**

2. **The Council should develop a programme of equality impact assessment for learning disability services and implement the changes necessary to address any adverse impact identified.**
3. **The Council should ensure that all its departments are responsive to the needs of people with learning disabilities and promote their inclusion**
4. **The Council, with its PCT partner, should tackle the health inequalities experienced by people with learning disabilities and ensure that their health care needs are met.**
5. **The Council should lead by example by actively promoting the recruitment and retention of people with learning disabilities in both its own workforce and the wider community.**

**Context/Evidence:**

1. Valuing People agenda must be addressed corporately and across the Herefordshire Partnership, not just in social care.
2. The Council has been working to establish a coherent and co-ordinated approach to equality and diversity issues within the formation of a Corporate Diversity Team.
3. Equality impact assessments underdeveloped for learning disability services with regard to both policies and service delivery.
4. Equality and diversity issues not addressed systematically throughout the A and C Directorate
5. Little evidence of specific equality and diversity activity or targets integrated into adult social care service plans or specific service strategies
6. Therefore services cannot evidence whether existing and new policies and services are having an adverse impact, and Council can't claim that all people with learning disabilities have consistently fair and equitable access to services.
7. Insufficient attention paid to addressing users spiritual and religious needs
8. Transport a major area for development in order to increase the social inclusion of people with LD and promote their independence: council transport services not user-centred
9. Council and PCT performing poorly in addressing health care needs of people with LD and tackling health inequalities
10. People with LD not currently represented in the Council's workforce
11. LDPB employment sub-group not effective: low number of people with learning disabilities with jobs, paid or unpaid
12. Council should exercise more leverage in procuring services

13. Most Council services secured from external providers; Council employment mainly in respect of planning, commissioning, procurement and assessment – limiting opportunities for the direct employment of AWLD

**Progress:**

- a) **A partnership officer to support the wider role of the VPPB will be appointed and supported by and expert by experience, and be based in the Diversity team.**
- b) **A group of people with a learning disability will support the Equality Impact assessments this year to ensure their views influence the action plan.**
- c) **The Council's Human Resources department will nominate an officer to lead on increasing the opportunities for employment of people with disabilities.**
- d) **All external contracts are being reviewed to ensure opportunities are created for employment of people with disabilities.**
- e) **A travel trainer will support people with disabilities to maximise use of the free bus passes for people with disabilities.**

**5. A workforce to deliver.**

**CSCI Recommendation/Objective:**

1. **The Council, with the PCT, should ensure that it has a workforce that is of sufficient size, skill-mix, and competency in learning disability services**

**Context/Evidence:**

1. No comprehensive development and learning plan for the workforce.
2. No QA framework to ensure staff meeting standard and expectations regarding competencies to undertake their roles and responsibilities in learning disability services

**Progress:**

- a) **A learning and development plan for social care staff including targeted plan for each team manger to achieve learning and qualifications targets is in place.**
- b) **A multi-agency workforce development group has established the key priorities which will be followed by a comprehensive workforce development plan.**

## **LEARNING DISABILITY SERVICES – TENDER FOR ACCOMMODATION AND SUPPORT PARTNER**

**Report By: Head of Adult Social Care – Learning Disabilities**

### **Wards Affected**

All

### **Purpose**

1. To update the Committee on the Learning Disability Accommodation and Support Tender.

### **Financial Implications**

2. The Learning Disability Accommodation and Support Tender is part of the Learning Disability five-year financial plan.

### **Background**

3. In February 2005, Herefordshire Council's Cabinet, agreed that Social Care could explore a partnership with an experienced independent sector care provider with a view to transferring the management and development of the Council's directly operated learning disability residential services, Ivy Close and Southbank Close.
4. Considerable work was then undertaken to identify the Accommodation and Support needs of people with a learning disability in Herefordshire, and also to find out through consultation the models of support people would choose.
5. This included a comprehensive needs analysis (lead by the Council's policy and research department) for the next fifteen years, which included benchmarking our services against those of other authorities. There has also been a thorough review of current commissioning and the development of a commissioning plan for the next 5 years.
6. All of this work is based on the vision that that every person with a learning disability should be supported within and as part of their local community, with a level of support which meets their needs and aspirations. The Joint Commissioning Plan emphasises the need to move away from a service led response to one more reflective of individual needs.
7. To achieve this vision, the scope of the Partnership was extended to include more than the original in-house services and to include 5 group homes and an intensive supported living service currently provided as part of block contracts within the independent sector.
8. The new extended tender encompassed 50 individuals currently living in registered care, 10 people in intensive supported living and 30 people who use short-break

- services. It involves the bringing together of staff from four different organisations, with different terms and conditions of employment, and included Social Care, Health and Supporting People funding streams.
9. To manage the tender a Project Management Group was established. This included staff representatives from Learning Disability Services, Social Care Finance, Procurement, Contracts and Commissioning Support, Supporting people and the PCT.
  10. The Tender process involved three stages:  
  
Stage one - Initial advert and first submission (Long-list)  
  
Stage two – second submission and short-list (Short-list)  
  
Stage three – Competitive dialogue and final tender.
  11. **Stage one** - The initial advert for expressions of interest was placed in December 2006 in the Guardian and Community Care and over 40 information packs were sent to interested organisations. From the nineteen submissions received a long-list of eight organisations who met the initial criteria was formed.
  12. **Stage two** -The next stage involved the eight organisations submitting additional written information which explained in more detail the previous experience they had in this area and how they could use this to meet our vision for Herefordshire.
  13. Representatives of the Project Management Group went to visit services provided by each organisation. These visits were used to gather additional evidence on how well change had been managed and talking to staff, service users and local managers to check out their experience of the change. It was also an opportunity to look at the service models the organisations were offering.
  14. There were also three other groups who were involved in the process;
    - A group of people with learning disabilities with independent facilitation;
    - A group staff who worked in services which will transfer to the new partner.
    - A group of carers from the Carers Network.
  15. **Stage Three** -The five organisations who had the highest scores from stage two were invited to take part in the third and final stage of the tender which was the 'Competitive Dialogue and Final Tender Stage'.
  16. Four of the organisations submitted final tenders. These were evaluated against strict evaluation criteria.
  17. The tender process has been subject to audit via the Council's Audit Services. Whilst there were some minor reservations over the relative weighting of the views of stakeholders, the conclusion of the audit was that the process overall was satisfactory and this did not distort the outcome of the final selection of the partner. Legal services have formally approved the process.

18. On the basis of legal advice, the Director of Adult and Community Services has agreed that the Tender Invitation Group could enter final negotiations with the highest scoring organisation – Focus Futures.
19. The terms of the contract will now be negotiated with Focus Futures. Once this is concluded a detailed report will be presented to Cabinet asking them to agree to award the contract.
20. The negotiations will be based on agreed principles which are:
  - To ensure young people with a learning disability are offered individualised services to enable them to be supported as part of their local community;
  - To ensure older people with a learning disability can remain in their local community, even when family members are no longer able to offer support;
  - To ensure that individuals who are currently in more institutionalised services (such as residential care) are offered the opportunity to become part of a chosen community;
  - To ensure current resources are reinvested to develop new opportunities which support the vision.
21. Within the above principles the contract will have a number of specific objectives and targets. These will include:
  - Reducing the number of people living in registered care;
  - Increasing the number of people who are living in their own home with support;
  - Reducing the overall unit cost of services across the accommodation and Support Spectrum.
22. The contract will be legally compliant and based on the following:
  - The contract will be for a five-year period to allow sufficient time to implement change;
  - The contract will be within the financial envelope available;
  - The contract will result in savings across the accommodation and Support provision over the length of the contract;
  - The contract will embrace individualised budgets and the provider will carry the financial risk for this.
23. It is hoped that the final contract will be awarded in January 2008, with Focus Futures commencing work in April 2008.

## **RECOMMENDATION**

**THAT the progress of the Learning Disability Accommodation and Support Tender to date be noted, subject to any comments the Committee wishes to make.**

## **BACKGROUND PAPERS**

- Learning Disability needs analysis



## **WIDEMARSH WORKSHOP - UPDATE**

**Report By: Head of Adult Social Care – Learning Disabilities**

### **Wards Affected**

County-wide

### **Purpose**

1. To update the Committee on progress in respect of Widemarsh Workshop following the Cabinet decision on 22nd March 2007.

### **Background**

2. On 20<sup>th</sup> September 2007 Cabinet approved the establishment of a Children's Centre on the site of Widemarsh workshops by converting the current building, and relocating the present services to leased properties.
3. Cabinet had previously agreed and endorsed the need to modernise the Council's services to people with learning disabilities based on the principles of inclusion; this includes promoting employment as a viable option.
4. Widemarsh workshop was established in the early 1980s to provide employment training for people with disabilities. At the time it was an innovative service which provided work style opportunities in a segregated environment. Whilst it was set up to provide employment training few people have successfully move on into employment.
5. The service currently supports 77 people, with an average attendance of 43 people. Over recent years, fewer service users have been opting to attend due to other opportunities becoming available to them.
6. Children and Young Peoples Directorate will manage the site and provide an opportunity for people with learning disabilities to be integrated into the community facility. A community café and garden maintenance service will run by people with learning disability and provide opportunities for paid employment.
7. Two further social enterprises will be developed on the Foley Industrial Estate – a franchise for packing and distribution and a pews reclamation scheme, PACK-IT. PACT-IT is well established social firm in Cardiff and is supporting Herefordshire with a detailed business plan. PACT-IT was recommended to Herefordshire following an independent feasibility study.

8. The Diocese of Hereford identified the potential for a pews reclamation scheme and is keen to work in partnership to develop opportunities for disabled people.

### **Progress**

9. Negotiations are now complete for premises at Foley Industrial Estate, and the terms of a rental agreement are being finalised, anticipated date for this is 01.12.07. Refurbishment works need to be carried out, as anticipated, and this work will be complete mid March.
10. Work is anticipated to start on the premises at Wide marsh Workshop mid March, and is due to be completed in August 08.
11. Those service users who will be based at Widemarsh running the café will temporarily move to Hinton Community centre, to run the café there, while the refurbishments are carried out.
12. The other group who will remain on the site are the garden maintenance group. These service users will continue to work on site with staff support and be self-sufficient in the garden area/ garden room, which a separate structure to the main is building.
13. Work is underway with service users at Widemarsh Workshops to support people through the move and the changes. Individual mapping work is being carried out with linkworkers and person centred planners, with a minimum of weekly meetings with service users. A visual timeline is displayed in the centre with a question and answers board.
14. Recent communication with families has taken place with representatives from the Friends of Widemarsh and also via letters, information flyers and articles in local newsletters. A wider meeting took place 26.11.07, open to all parent carers. Representatives from the wider council and property dept and the learning disability team, were present to keep people informed. This meeting was positively received by parents and carers.

### **RECOMMENDATION**

**THAT the progress report be noted subject to any Comments the Committee wishes to make.**

### **BACKGROUND PAPERS.**

- Report to Cabinet 22 March 2007– Widemarsh/Children's Centre Proposal

## WORK PROGRAMME

Report By: Head of Legal and Democratic Services

### Wards Affected

County-wide

### Purpose

- 1 To consider the Committee's work programme.

### Financial Implications

- 2 None

### Background

- 3 A report on the Committee's current work programme is made to each of the scheduled quarterly meetings of this Scrutiny Committee. A copy of the work programme is attached at appendix 1.
- 4 The programme may be modified by the Chairman following consultation with the Vice-Chairman and the Director of Adult and Community Services in response to changing circumstances.
5. Appendix 2 monitors progress against recommendations made by the Committee where action is ongoing or outstanding. The list does not include all the issues considered by the Committee, rather it summarises those instances where the Committee has requested that specific action be taken and the response to that request .
6. Should any urgent, prominent or high profile issue arise, the Chairman may consider calling an additional meeting to consider that issue.
7. Should Members become aware of any issues they consider may be added to the scrutiny programme they should contact either the Director of Adult and Community Services or Democratic Services to log the issue so that it may be taken in to consideration when planning future agendas or when revising the work programme.

### RECOMMENDATION

**THAT subject to any comment or issues raised by the Committee the Committee work programme be approved and reported to the Strategic Monitoring Committee.**

### BACKGROUND PAPERS

- None identified.



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

	Potentially to be scheduled
Scrutiny Reviews	<ul style="list-style-type: none"> <li>• The modernisation of day opportunities for older people (final report)</li> <li>• Transition from leaving care to adult life (final report)</li> <li>• The modernisation of day opportunities for older people (final report)</li> </ul>
<b>April 2008</b>	
Items	<ul style="list-style-type: none"> <li>• Budget</li> <li>• Performance Monitoring</li> <li>• Executive's Response to review of transition from leaving care to adult life</li> <li>• Adult Social Care Fairer Funding - update</li> </ul>
Scrutiny Reviews	<ul style="list-style-type: none"> <li>• Herefordshire Home Point Housing Allocations Policy</li> </ul>
<b>Other issues</b>	
<ul style="list-style-type: none"> <li>• Home Care Services</li> </ul>	

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



Summary Of Action In Response To Scrutiny Committee Recommendations – June 2007 -

<b>Date</b>	<b>Issue and decision</b>	<b>Resultant action or outcome</b>
23 March 2007	Homelessness Consultation Event  <b>Recommendations made to Cabinet Member</b>	Progress report on agenda for October 2007.
22 June 2007	Budget  Seminar requested on the budget to include an overview of the Council's statutory responsibilities.	Held 28 November 2007
22 June 2007	Fairer Charging Policy  the proposed consultation on the fairer charging policy should be widened and, in particular, consultation events should be held in all the Market Towns; and  a report on the outcome of the consultation should be made to the Committee in October 2007.	Report on agenda for October 2007
22 June 2007	Commission for Social Care Inspection (CSCI)'s inspection report on services in Herefordshire for people with learning disabilities  Monitoring report requested	Report on agenda for October 2007

Appendix 2

Date	Issue and decision	Resultant action or outcome
1 October 2007	<p>Fairer Charging Policy</p> <p>Recommended to Cabinet that proposed increase in day care fees be held in abeyance pending completion of review by the Committee.</p>	Cabinet implemented increase.