

Chief Executive's Office

Chief Executive: CJ Bull

To: All Members of Cabinet:

**RJ Phillips
LO Barnett
AJM Blackshaw
H Bramer
JP French
JA Hyde
JG Jarvis
PD Price
DB Wilcox**

(Chairman)

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Our Ref:

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Mr CJ Bull

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23rd January 2009

Dear Councillor,

MEETING OF CABINET

THURSDAY 22 JANUARY 2009 AT 2.00 P.M.

THE COUNCIL CHAMBER, BROCKINGTON, 35 HAFOD ROAD, HEREFORD

AGENDA (09/10)

HEREFORDSHIRE COUNCIL - NOTICE UNDER REGULATION 15 OF THE LOCAL AUTHORITIES (EXECUTIVE ARRANGEMENTS((ACCESS TO INFORMATION) REGULATIONS 2000 (AS AMENDED)

Notice is hereby given that the following reports contain key decisions. When the decisions have been made, Members of the relevant Scrutiny Committee will be sent a copy of the decision notices and given the opportunity to call-in the decisions.

Item No	Title	Portfolio Responsibility	Scrutiny Committee	Included in the Forward Plan Yes/No
4	Amey Service Delivery Review	Corporate Strategy and Finance	Strategic Monitoring Committee	Yes
10	Herefordshire & Worcestershire Waste Arrangements	Environment and Strategic Housing	Environment	Yes

1. APOLOGIES FOR ABSENCE



Putting People First Providing for our Communities Preserving our Heritage Promoting the County Protecting our Future

Herefordshire Council, PO Box 239, HEREFORD, HR1 1ZU

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To receive any apologies for absence.

2. DECLARATIONS OF INTEREST

To receive any declarations of interest by Members in respect of items on the Agenda.

GUIDANCE ON DECLARING PERSONAL AND PREJUDICIAL INTERESTS AT MEETINGS

The Council's Members' Code of Conduct requires Councillors to declare against an Agenda item(s) the nature of an interest and whether the interest is personal or prejudicial. Councillors have to decide first whether or not they have a personal interest in the matter under discussion. They will then have to decide whether that personal interest is also prejudicial.

A personal interest is an interest that affects the Councillor more than most other people in the area. People in the area include those who live, work or have property in the area of the Council. Councillors will also have a personal interest if their partner, relative or a close friend, or an organisation that they or the member works for, is affected more than other people in the area. If they do have a personal interest, they must declare it but can stay and take part and vote in the meeting.

Whether an interest is prejudicial is a matter of judgement for each Councillor. What Councillors have to do is ask themselves whether a member of the public – if he or she knew all the facts – would think that the Councillor's interest was so important that their decision would be affected by it. If a Councillor has a prejudicial interest then they must declare what that interest is and leave the meeting room.

3. MINUTES

To approve and sign the minutes of the meetings held on 20 November and 18 December 2008. *(Pages 1 - 14)*

4. AMEY SERVICE DELIVERY REVIEW

To seek agreement to conclude the service delivery review.
(Pages 15 - 20)

5. HEREFORDSHIRE PARTNERSHIP GOVERNANCE REVIEW

For Cabinet to note the outcome of the Herefordshire Partnership Governance Review and the impact this new structure will have on performance management and achievement of outcomes for the local community.
(Pages 21 - 34)

6. OFSTED APA OUTCOMES FOR CHILDREN'S SERVICES 2008



To update the Cabinet and formally report the outcome of the recent 2008 Annual Performance Assessment (APA) inspection of Children's Services.
(Pages 35 - 44)

7. COUNCIL EMPLOYEE OPINION SURVEY 2008

To note the contents of the attached report as presented to Joint Management Team on 1 December, 2008 and also note that the corporate action plan will be published at the end of January 2009. (Pages 45 - 70)

8. LOCAL DEVELOPMENT SCHEME

To seek approval of the revised Local Development Scheme. (Pages 71 - 96)

9. SCRUTINY REVIEW OF DAY SERVICES FOR OLDER PEOPLE

To consider the response to the recommendations arising from the scrutiny review of day services for older people. (Pages 97 - 148)

EXCLUSION OF THE PUBLIC AND PRESS

In the opinion of the Proper Officer, the next item will not be, or is likely not to be, open to the public and press at the time it is considered.

RECOMMENDATION:

That the public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in Schedule 12(A) of the Act as indicated below.

10. HEREFORDSHIRE AND WORCESTERSHIRE WASTE ARRANGEMENTS

To approve proposals brought forward by Herefordshire Council's and Worcestershire County Council's Waste Disposal Contractors to provide a means of diverting waste from landfill. In addition, Herefordshire Council will need to endorse decisions made by Worcestershire County Council in relation to this matter. (*Report to follow*).

Not for publication, this item contains information relating to the financial or business affairs of any particular person (including the authority holding that information).

Yours sincerely,



CJ

BULL

Copies to: Chairman of the Council
Chairman of Strategic Monitoring Committee
Vice-Chairman of Strategic Monitoring Committee
Chairmen of Scrutiny Committees
Group Leaders



CHIEF EXECUTIVE

Directors
Assistant Chief Executive



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COUNTY OF HEREFORDSHIRE DISTRICT COUNCIL

BROCKINGTON, 35 HAFOD ROAD, HEREFORD.

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HEREFORDSHIRE COUNCIL

MINUTES of the meeting of CABINET held at THE COUNCIL CHAMBER, BROCKINGTON, 35 HAFOD ROAD, HEREFORD on Thursday 20 November 2008 at 2.00 p.m.

Present: Councillor RJ Phillips (Chairman)

Councillors: LO Barnett, AJM Blackshaw, H Bramer, JP French, JA Hyde, JG Jarvis, PD Price and DB Wilcox

In attendance: Councillors PA Andrews, ACR Chappell, GFM Dawe, PJ Edwards, TM James, RI Matthews, SJ Robertson and JE Pemberton

59. APOLOGIES FOR ABSENCE

There were no apologies for absence.

60. DECLARATIONS OF INTEREST

There were no declarations of interest declared.

61. MINUTES

RESOLVED: That the Minutes of the meeting held on 16 October 2008 be approved as a correct record and signed by the Chairman.

62. CALL-IN OF CABINET DECISION ON SWIMMING POOL PROVISION FOR PRIMARY SCHOOLS IN HEREFORD CITY

Cabinet considered a report giving details of the recommendations made by the Children's Services Scrutiny Committee in relation to the call-in of the key decision on swimming provision for primary schools in and around Hereford City and the future of the LEA swimming pool.

The Chairman of Children's Services Scrutiny Committee, presented the report and reminded Members that Cabinet had considered the LEA pool facility on two previous occasions and subsequently by the Children's Services Scrutiny Committee. She reported that she had been contacted by many people in her role as Chairman, with the view that the pool should be re-opened and requested that the local community be given the opportunity to put forward a business plan.

The Leader reminded Members that at the Cabinet meeting on 31 July, a business plan in respect of the LEA pool had been considered.

The Chairman of the Strategic Monitoring Committee expressed concern about the lack of communication and consultation prior to the closing of the pool. The Labour Group Leader stated that he had requested that all community groups should be consulted on the LEA pool issue but believed this had not been carried out. He took the view that following the swimming successes in the recent Olympic and Para-Olympic games, and with the next Olympics being held in this country, it was likely there would be more demand for swimming. He referred to a development at Saxon Gate and Section 106 agreement monies which he considered could be utilised

towards maintaining the pool. He urged Cabinet to support the Scrutiny Committee recommendations.

The Leader emphasised that if the LEA swimming pool was a community project it was for the community to put a business case forward. He reminded Members that the provision of swimming for the over 60s had some budgetary pressure and that there were also budgetary implications for the provision of free swimming for the under 16s. With these issues in mind, the lifespan and business expansion of the HALO pool had been considered. He further pointed out that the Herefordshire pools swimming capacity had been increased and that the capacity, functionality and safeguarding issues at all public swimming facilities and the LEA pool were continually being monitored.

The Cabinet Member for Corporate and Customer Services and Human Resources reminded members that LEA pools were maintained to certain standards and finance was set aside in this respect. In view of the maintenance guidelines which needed to be adhered to and other budgetary pressures to maintain the LEA pool, she could not support the Children's Services Scrutiny Committee recommendations.

A Member in attendance was of the view that the arguments in respect of the LEA pool had been put to Cabinet a few months previously but welcomed sound reasonable and sensible ideas to enable the pool to be re-opened. He referred to a large number of the community who wanted the pool to re-open and considered its re-opening to be essential.

The Cabinet Member for Economic Development and Community Services supported the exemplary work of staff at the Hereford Leisure Pool in providing the facility for the community, and was also of the view that a business plan was required to support any re-opening of the LEA pool.

The Cabinet Member Environment and Strategic Housing endorsed the need for the community to put forward a business plan and feasibility study which would need to be viable for several future years.

The Alliance Group Leader referred to the Council's business debt, which he believed was in excess of £100 million, and was of the view that the additional cost to re-open the pool was small by comparison. The Director of Resources informed Cabinet that the long term borrowing of the Council was £94 million.

The Independent Group Leader commented that he felt that Council could find a way of keeping the pool open.

The Liberal Democrat Group Leader referred to the current expenditure on the refurbishment of Brockington and took the view that such funds could have been spent on the swimming pool.

The Cabinet Member Social Care Adults stated that the question to be considered was whether the Council should continue to utilise an up to date Hereford Leisure pool facility or should the Council spend money on an old pool.

The Leader emphasised that priority must be given to ensuring that the public swimming pools run by HALO on behalf of the Council were appropriately maintained, particularly given the need to provide swimming facilities for over sixties and under sixteens. It was also important to have the views of the local community and to be aware of the capital and revenue situation of the LEA pool.

RESOLVED: That

- (i) the LEA swimming pool not be reopened;
- (ii) alternative provision from September 2008 be offered at Hereford Leisure Pool and that this provision by HALO be monitored to ensure that the needs of schools and other users continue to be met;
- (iii) close collaboration and partnership working be undertaken between the Council and HALO with schools, clubs and other users of the LEA pool to ensure that a viable and efficient service is provided;
- (iv) the local community to submit a feasibility/business case to cover several years on the viability of the use of the LEA pool; and
- (v) a report be brought back to Cabinet by Easter 2009 at the latest outlining the outcome of the process.

63. DATA QUALITY - SIX MONTH UPDATE

Cabinet considered a report which updated Members on progress against the data quality action plan as required by the Council's data quality policy.

The Cabinet Member for Corporate and Customer Services and Human Resources presented the report and emphasised the need for the plan to be fully completed by the time of the annual review. She referred to her concern regarding risk management and failure to take adequate action to ensure high data quality and that where services do not keep to the appropriate timescales that they should be itemised and not generalised in reports to Cabinet.

The Head of Policy and Performance reported that the report before Cabinet showed that progress was being made. This had been confirmed by the preliminary findings from the Audit Commission's 2008 audit. However the targets for the first six months were ambitious and not all of them had been met. More effort was required by all Directorates in the next six months particularly on the actions detailed in paragraph five of the report.

REOLVED: That

- (i) progress against the data quality action plan be noted; and
- (ii) the plan be fully completed by the time of the annual review.

The Leader informed Cabinet that he would be taking the Budget Monitoring report after the next item.

64. INTEGRATED CORPORATE PERFORMANCE REPORT FOR APRIL TO SEPTEMBER 2008

Cabinet considered a report on the Council's performance for the first six months of 2008-09 against the Corporate Plan 2008-11 and national performance indicators used externally to measure the Council's performance, taking account of the separate but complementary financial performance report, risk and progress against the action plans produced following the Crookall review.

Introducing the report, the Cabinet Member for Corporate and Customer Services and Human Resources underlined the importance of focusing on specific areas of good or poor performance rather than generalities, so as to ensure that areas that needed to improve were clearly exposed and the necessary remedial action followed through by lead Cabinet members and the relevant managers.

The Corporate Policy and Research Manager (CPRM) highlighted further improvements that had been made following feedback from Members on the new style of report that had been presented for the first time in October.

Having drawn attention to the improved position overall in relation to Corporate Plan indicators but the deterioration in aggregate as regards those that had been used up to now by the Audit Commission for assessing direction of travel, he highlighted specific issues identified in the report in relation to the Council's top priorities.

Children's indicators showed a mixed picture. Continuing concern about some aspects of assessment and youth services, and newly red-rated indicators in respect of absenteeism and young people not in education, employment or training but improvements in the timely review of child protection cases, referrals going to initial assessment and children with a named social worker. The CPRM drew attention to the Director's commentary, which reported good progress with recruitment and the new Framework system, both of which should help to improve a number of key indicators in the months ahead.

In relation to adult social care, he highlighted the positive developments highlighted in the Director's commentary but also the six newly red-rated indicators, most of which were because of delays in Council and Primary Care Trust (PCT) discussions necessary to provide a basis for robust reporting and management of performance.

Finally, he highlighted the continuing challenges in tackling homelessness during the credit-crunch and recession. Although a number of indicators remained red-rated, successful preventative action had been taken and overspending reduced.

The Chairman of Strategic Monitoring Committee referred to the following areas which the Strategic Monitoring Committee had discussed in relation to this report:

- (i) the overall position in relation to the Corporate Plan and the direction of travel indicators;
- (ii) the importance of establishing robust baselines;
- (iii) concern regarding the delays in conducting discussions with the PCT that were essential to improving some areas of performance; and
- (iv) concern about the one new risk with a high score even after mitigating action, namely 'Lack of planning by other parts of the organisation is having a significant impact on the ability of the ICT to deliver to customers' timescales'.

The CPRM explained that a rigorous view was taken regarding the need for robust baselines to be established as quickly as possible. Some were complex or had to be provided by Government or depended on the results of the new national Place Survey or other surveys. There was a clear timetable for each and, where the baseline was not yet in place, progress was assessed, wherever possible, by reference to key actions or proxy indicators that, if achieved, should contribute to better performance against the relevant indicators.

RESOLVED: That Cabinet

- (i) **notes the performance to the end of September 2008 and the measures being taken, where necessary, to improve it; and**
- (ii) notes progress in implementing the action plans produced following the Crookall review.

65. BUDGET MONITORING REPORT 2008/09

Cabinet considered a report on the Council's performance against revenue and capital budgets as at 30 September 2008 and provided an indication of the estimated outturn for the 2008/09 financial year. The report also included the numbers and amounts written off for individual debts exceeding £1,000 for the period 1 April to 30 September 2008.

The Cabinet Member for Resources presented the report and informed Members that it was the second formal budgetary report to Cabinet this year. He emphasised that the projected revenue overspend of £1.292million had reduced by £379,000 which was pleasing but that Cabinet would continue to monitor the situation closely. There would be a need to ensure that spending in the current financial year remained on track particularly given the financial climate. He also referred to keeping money in reserve and to spending such money on major projects and not overspends.

The Head of Financial Services stated that it was important that overspends need to be addressed otherwise this would cause for the Council's overall position. Recovery plans were however in place and they were being closely monitored. He referred to the Adult Services overspend and informed Cabinet that the overspend included the assumption that the Primary Care Trust would take responsibility for Continuing Health Care packages. In the Children and Young Peoples Directorate there had been a reduction in fuel and transport related costs therefore reducing the overspend. In the Deputy Chief Executive's Directorate local land charges income had reduced in Legal and Democratic Services creating a financial pressure; this arose because the Private sector now competes for this work. The Environment and Culture Directorate overspend had risen slightly and given the change further work was necessary on the recovery plan. In the Regeneration Directorate there had been an improvement due to an increase in planning fee income. The Head of Financial Services drew cabinet's attention to the financial risk around the ARCH project and a minimum of £123,000 of grant is likely to be clawed back. More information on this would be available in January 2009. The general level of investment income had fallen and the Council is now seeing rates of interest rates of 3.25% of its invested balances following the recent rate cut and that it was likely to fall further which would be a pressure in the 2009/10 budget.

The Independent Group Leader asked for assurance that the frontline Highways Maintenance programme would not be depleted further.

The Cabinet Member Highways and Transportation stated that the highways maintenance programme was on track but could not give an absolute assurance because of the uncertainty in future weather conditions.

In answer to a question regarding grants in respect of the A465, the Head of Financial Services informed Cabinet that the actual amount of grant received for the de-trunking of the A465 was £195,000 for the this year and next years grant would be £335,000 and that the Council would continue to receive that amount in future

years.

In answer to a question regarding sundry debtor write-offs, the Director of Resources informed Cabinet that some of the debts could be up to 10 years old. These figures were continually monitored.

The Head of Financial Services informed Cabinet that the level of Capital expenditure to date was 29% of the total budget and this level was similar to the previous year.

RESOLVED: That the report be noted.

66. JOINT SCRUTINY REVIEW OF THE TRANSITION FROM LEAVING CARE TO ADULT LIFE

Cabinet considered the response to the recommendations arising from the Joint Scrutiny Review of the Transition from Leaving Care to Adult Life attached to the report.

The Chairman of the Scrutiny Review Group presented the report. She had hoped that the review would be submitted to Cabinet at an earlier date but due to other reviews taking place at the same time this had not been possible. She referred to paragraphs 12 and 13 of the review. With regard to Paragraph 12 – ‘Personal Education Plus (PEP)’, she suggested that not all looked after young people had a PEP and that it was paramount that all such young people should have a PEP. With regard to paragraph 13 – ‘Out of County Placements’, she had expressed concern that when young people’s transfer of placements took place their personal possessions were placed in a black bin bag. She had since been assured that young people were provided with a suit case for the moves.

The Cabinet Member Children’s Services thanked the Chairman of the Review Group for presenting the review. She informed Cabinet that some of the main points of the review had been actioned and that the number of looked after young people attached to the transition project had doubled. She thanked the Head of Safeguarding and Assessment and the Service Manager (Safeguarding and Looked After Children) for their support and input to the review.

The Cabinet Member Social Care Adults suggested that part of the review could encompass children when they leave high school. She was of the view that more work was needed in this area.

The Cabinet Member for Corporate and Customer Services and Human Resources was of the view that the review could be referred back and considered in a more holistic way in respect of the health and environment culture. She referred to PEPs, Health Plans and This is Our Lives Plan and asked if these were in place. The Cabinet Member Children’s Services informed Cabinet that these issues were currently being reviewed by Children’s Services.

The Leader expressed the view that there is a need to take note of the length of time that reviews are taking and that a task and finish process should be put in place. He agreed that a holistic approach should be taken on the health and environment culture.

RESOLVED: That

- (i) the proposed response recommendations arising from the Joint Scrutiny Review of the Transition from leaving Care to Adult Life be approved; and
- (ii) a report be submitted to Cabinet in six months detailing the recommendations referred to in (i) above, together with the actions taken on those recommendations and that the report also takes a more holistic approach on the health and environment culture.

67. OMBUDSMAN LETTER AND COMPLAINTS AND COMPLIMENTS MONITORING 2007/08

Cabinet considered a report which informed Members of the Ombudsman Annual Letter 2007/08 and the figures for complaints recorded and determined by the Local Government Ombudsman and the Complaints Panel for the year ended 31 March 2008 and which updated Cabinet on other governance matters relating to the Standards Committee.

The Assistant Chief Executive, Legal and Democratic presented the report. He asked Cabinet to take notice of the monitoring processes, internal complaints and ombudsman complaints procedures and benchmarking. He added that the Council was in the top quartile of Unitary Councils responding to the Ombudsman within 28 days achieving a target of 23 days. The Ombudsman recognised that the Council's complaints processes worked well and that the complaints referred to him were not premature.

A question was asked regarding timescales for complaints considered by the Standards Committee. The Assistant Chief Executive, Legal and Democratic reported that the Assessment Sub Committee did have timescales to consider complaints and also with reviews and investigations.

The Cabinet member Environment and Strategic Housing referred to the 12 complaints in Planning and Building Control from 1 April 2007 to 31 March 2008 and was of the view that this was a very good performance by the Planning Department.

The Labour Group Leader considered that it should be noted that the officers had been very thorough in carrying out their work and was delighted to say that the processes worked well.

The Leader stated that it was important to note when allegations are made against persons in public office and the sensitivity such allegations create.

RESOLVED: That the report be noted.

The meeting had a short break at this point, 4 pm, and the Cabinet Member, Social Care Adults and the Cabinet Member, Corporate and Customer Services and Human Resources left the meeting.

68. HEREFORDSHIRE CONNECTS

Cabinet considered a report recommending new systems for an Integrated Support Services ('back office') and a new system for Performance Management and Risk Management, and to address the integration of systems by both recommending a toolset that will integrate systems. Also, to progress the integration of the Social Care Core Logic system with other Council and Primary Care Trust (PCT) systems

and note the successful implementation of the new Core Logic system.

The Cabinet Member ICT, Education and Achievement presented the report and reminded Cabinet that the report followed reports previously submitted to the July and October Cabinet meetings.

The Deputy Chief Executive (Interim) reported that Core Logic went live on 10 November and was within budget. Also that a very robust exercise had been completed on the procurement exercise. There was now an absolute clear audit line in that area. He referred to the evaluation process that had been run jointly with Deloitte and he was satisfied that the scrutiny exercises that had taken place before determining the recommendations before Cabinet.

The Chairman of Strategic Monitoring Committee that in regard to the back office comparisons, he considered that the report tended to move towards Agresso rather than SAP even though SAP seems to have better links in local authority services.

The Deputy Chief Executive (Interim) referred to the rationale for recommending Agresso on page 169 (a) to (e) of the report. He stated that the basic decision made was to have a system that met the Council's needs in Council's Services and the clear recommendation by the Audit Commission to work with the National Health Service as well as the Council's Services. The completed evaluation process then set out the full model of shared services. Joint Management Team called in SAP and Agresso to assess both firms and it was found that SAP was the more expensive system. Also that user evaluations were universally more positive for the way in which the Agresso system operated. With regard to value for money and how the Council worked with the Primary Care Trust (PCT), it was found that SAP would cost more but the service would not be increased.

David Harper representing Deloitte informed Cabinet that if the PCT links were taken out of the integration equation, the recommendation before Cabinet would be the same.

The Independent Group Leader asked where the obvious monetary savings would be per annum.

The Deputy Chief Executive (Interim) referred Members to the impact on the Revenue Budget on page 171 of the report. There would be costs and savings in procurement. Also there would be efficiency savings and managing of a period of time. With the introduction of better systems, this would reduce the total number of systems from eight down to six.

The Cabinet Member for Highways and Transportation requested assurance that the costs and benefits before Cabinet were final. Also would it be necessary to change the new systems within a few years.

The Deputy Chief Executive (Interim) referred to the cost analysis on page 171 of the report which set out the cost benefits. Also that scrutinising had been the key together with working with Deloitte. In terms of the system, it was robust and the integration tools with the PCT were included.

Cabinet resolved to agree the recommendations given the degree of scrutiny by Senior Management Team, the recommendations of the Audit Commission, the comments of Deloitte and of internal users. It was recognised that the organisation had the capacity to move forward with the Agresso option.

RESOLVED: That

- (a) **Agresso be approved as the preferred technology system for Integrated Support Services ;**
- (b) **Microsoft be approved as the solution for a toolset for Integration;**
- (c) **Inphase be approved as the technology system for Performance Management and Risk Management;**
- (d) **the Interim Deputy Chief Executive be given delegated responsibility to conclude negotiations with Deloitte, within the Framework Agreement between the Council and Deloitte, to plan and commence the implementation of these systems by January 2009; and**
- (e) the third phase planned for the new Social Care system, Core Logic be approved.

69. WEST MIDLANDS REGIONAL SPATIAL STRATEGY, PHASE TWO REVISION

Cabinet considered a report to determine a response to the updated Phase Two Revision of the Regional Spatial Strategy in the light of the proposed revised housing allocations published on 7 October 2008.

The Cabinet Member Environment and Strategic Housing presented the report.

The Leader supported the careful wording in recommendation two but was conscious that the Nathaniel Lichfield Partnership study may have set out some grey areas with regard to the overall regional strategy. He referred to the important process of house building in the city which would be reducing and it would therefore raise the question about the sustainability of 1200 additional dwellings in the rural areas.

The Cabinet Member Environment and Strategic Housing referred also to the issue of utilities needs in the infrastructure for the additional dwellings.

RESOLVED: That

- (a) **re-affirms its previous representations made in May 2008 to the Panel Secretary to confirm its general support for the Phase Two Revision with the reservations already set out ;**
- (b) **does not object to the allocation of 1,200 additional dwellings in the rural areas during the plan period to 2026 as proposed in the Nathaniel Lichfield Study, and,**
- (a) expresses concern that the increase in housing allocations suggested in the Nathaniel Lichfield Partnership study for the Region may have adverse consequences for the overall regional strategy.

The meeting ended at 5.00 p.m.

CHAIRMAN

MINUTES of the meeting of CABINET held at THE COUNCIL CHAMBER, BROCKINGTON, 35 HAFOD ROAD, HEREFORD on Thursday, 18 December 2008 at 2.00 p.m.

Present: Councillor JP French (Chairman)

Councillors: AJM Blackshaw, H Bramer, JA Hyde, JG Jarvis, PD Price and DB Wilcox

In attendance: Councillors PA Andrews, GFM Dawe, PJ Edwards, TM James, RI Matthews and SJ Robertson

70. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor LO Barnett and RJ Phillips.

71. DECLARATIONS OF INTEREST

There were no declarations of interest made.

72. MINUTES

RESOLVED: That the Minutes of the meeting held on 20 November 2008 be amended to better reflect the comments of the Cabinet meeting.

The Chairman of the Strategic Monitoring Committee referred to the minutes of the 20 November and in particular the agenda item on the Call-in of the Cabinet decision on swimming pool provision for primary schools in Hereford City, and stated that he did not believe that the minutes fully reflected the comments made at the meeting. The Leaders of the Independent, Liberal Democrat and Herefordshire Alliance Groups were in agreement with the comments made on the minutes. The Chief Executive reassured Cabinet that the minutes would be amended to ensure that the key points and decisions were reflected in the minutes.

73. ANNUAL MONITORING REPORT 2007/08

The Cabinet Member, Environment and Strategic Housing presented the report informing Cabinet that approval was required prior to formal submission to the Secretary of State. The report, based on the UDP, has a thematic approach looking at the core subjects of housing, employment, retail etc. Cabinet was referred to the Executive Summary of the report and the UDP objectives in particular H(3), which referred to the efficient use of land for residential developments. The Cabinet Member stated that a conscious decision had been made not to go for high density housing, but rather to meet the needs of Herefordshire and its residents. The Cabinet Member also referred to H(4) in the report and how the authority was working towards fulfilling the need for additional affordable housing.

The Director of Regeneration reiterated that the report was a statutory annual requirement and stated that the Executive Summary showed the authority as being on line with 15 of the targets. Cabinet noted the green standard that had been included in the report and which would be a challenge for the future.

The Strategic Monitoring Committee Chairman referred to page 34 point 7.13 of the report and stated he was pleased to see a public open space strategy for Hereford and in particular for the residents in the city centre, as it was essential for residents' wellbeing. The Cabinet Member stated that he had had a recent meeting with the PCT Board on where there were direct links with the Council's requirement for the provision of open spaces and the PCTs' targets for wellbeing and how they were looking at where policies came together.

The Chairman of the Strategic Monitoring Committee referred to a case where people had been paying £7-800 per month for rented accommodation and now could only afford to pay £300 and were finding they were in a position of having no place to live. The Cabinet Member referred to the work that was being done with the housing associations and the mortgage support that was in place for some cases. He added that government was being lobbied to further raise mortgage support from £50k back to the previous £75k.

RESOLVED: That Cabinet approve the Annual Monitoring Report 2007/08 for submission to the Secretary of State.

74. PROPOSAL AND ACTION PLAN TO ADDRESS THE SUSTAINABLE COMMUNITIES ACT 2007

Cabinet was advised by the Parish Liaison and Rural Services officer that the report on the Proposal and Action Plan to Address the Sustainable Communities Act 2007 was intended to update Cabinet on the Act and to make recommendations on its implementation in Herefordshire in light of the recent invitation from the Secretary of State to submit proposals. It was stated that the government paper sets out the process and Cabinet was being asked whether it wished to participate in the process, with the recommendation being to accept the invitation. It was added that the risk was the raising of expectations of the communities as to how much influence they would have on central government policy. The cost identified would not exceed £10k. It was hoped that there would be some government funding available, although this still needed to be investigated.

Cabinet was advised of the consultation process that would be carried out, which would be through the local media, parish councils, and community organisations. Proposals would then be submitted to the Citizen's Panel for prioritisation and any additional proposals. There would also be consultation with under represented groups such as youth, travellers and migrants. Once the proposals had been collated they would then be presented to Cabinet. Cabinet was concerned over the short time frame to consult with the various groups, including the Hereford Association of Local Councils (HALC) and the Herefordshire Partnership. It was requested that a briefing note be prepared for Members in order obtain their views and consider any suggestions. The Director of Regeneration reminded Cabinet that this would be an annual process and therefore any complex suggestions could be held over to the following year.

RESOLVED

THAT:

- (a) **the invitation from the Secretary of State for Communities and Local Government to submit proposals under section 2(1) of the Sustainable Communities Act 2007 be accepted;**
- (b) **the commencement of a local process for identifying the proposals for submission to the "Selector" by 31 July 2009 be**

- approved; and**
- (c) a briefing note be sent to all Members to identify any potential proposals for submission.**

The meeting ended at 2.45 p.m.

CHAIRMAN



AMEY SERVICE DELIVERY REVIEW

PORTFOLIO RESPONSIBILITY: CORPORATE STRATEGY & FINANCE

CABINET

22 JANUARY 2009

Wards Affected

County-wide

Purpose

To seek agreement to conclude the service delivery review.

Key Decision

This is a Key Decision because it is likely to be significant in terms of its effect on communities living or working in Herefordshire in an area comprising one or more wards.

It was included in the Forward Plan.

Recommendations

- THAT**
- (a) the principles set out in this report be agreed;**
 - (b) the detailed negotiations that follow from the principles in this report be concluded under the authority of the Chief Executive; and**
 - (c) the staff in the scope of the review (identified in this report) be given formal notification of a potential TUPE transfer.**

Reasons

The negotiations authorised by a Cabinet decision on 11th September 2008 have secured commitments from Amey to key principles that will achieve the objectives of a minimum of £1 million savings per annum minimum and improved service delivery.

Considerations

Background

- 1 Cabinet considered the Service Delivery Review of the Council's Service Delivery Partnership arrangements with AMEY on 11th September 2008. This review sought to inform a renegotiation of the arrangements for delivery of the contract and was guided by two key objectives:
 - a. Securing annual savings to the Council of a minimum of £1 million;
 - b. To improve current quality and level of service.

Further information on the subject of this report is available from
Richard Ball, Acting Head of Highways on 01432 260965

- 2 A detailed report was provided which explained the approach taken, the options considered and the recommendations for future service delivery arrangements. The review was undertaken with reference to the Audit Commission's January 2008 report, "For better for worse: value for money in strategic service delivery partnerships" which provided a framework to help assess the potential options and draw conclusions regarding the most appropriate approach for Herefordshire.
- 3 The services which are, for the purposes of this report, in scope include:
 - Highways
 - Parks and public open spaces
 - Public Rights of Way

Ancillary services of printing, catering, courier, recycling, vehicle maintenance and sign shop services are already provided solely by Amey and will be subject to the new performance management and governance arrangements set out below. Property Services is subject to a separate review as approved by Cabinet on 11th September 2008.

Principles

- 4 Negotiations have secured agreement to a number of principles that will define the future basis on which service delivery will be carried out and the means by which performance and value for money of those services will be assessed and managed.

4.1 Principal Benefits

- A minimum of £1M spending reductions per annum for the remainder of the contract. This cost saving is underwritten by Amey
- Improved performance required to secure an initial contract extension of 5 years
- Further performance improvement required to earn additional extensions (of 1 year each) up to a maximum of an additional 5 years
- Improved direct local engagement with ward members and parish councils by Amey staff to ensure clear, direct points of contact
- Open book accounting
- Full access to relevant Amey IT systems relating to this contract

4.2 Penalties for poor or unimproved performance

- No extension of the contract if improved performance against agreed performance indicators and benchmarks is not achieved
- Penalties if performance deteriorates

4.3 Performance Measures

- Customer satisfaction – including Members, Parish Councils and residents
- Achievement of Local Transport Plan objectives
- National Indicators including Herefordshire Local Area Agreement Indicators

- Value for money
- Sustainability (including environment, economy and social factors)

Performance to be measured compared to other relevant local authorities/contractors

4.4 Governance

- Creation of a Strategic Partnership Board (comprising Amey senior manager, client management and Cabinet Member and Director) to agree annual service plan and examine all aspects of Amey performance on a regular basis. To make decisions on rewards and penalties.
- Amey will attend relevant the Council's relevant Scrutiny and other Committees as required
- A new council client team established to fulfil functions including
 - Rapid resolution of issues (that have not been dealt with by Amey to their satisfaction) raised by Members, Parish Councils and residents
 - Strong and effective management of the new performance/reward regime
- A termination option to be agreed in the event of a takeover or merger of Amey which is judged to be against the Council's interests
- The Council's Amey Wye Valley shares to be bought out by Amey
- Planning and performance management will be integrated with the Council's Performance Improvement Framework.

4.5 TUPE Transfer

- Proposed transfer relating to c. 110 posts
- Overall reduction of c. 20-30 posts (total from council and Amey), most presently filled with agency staff. No compulsory redundancies expected.
- Pension liability information awaited – see Financial Implications

Staff Implications

- 5 Subject to the completion of the detailed negotiations, establishing the new arrangements would require the transfer of staff within the in-scope service areas to Amey. During the mobilisation period, Amey propose to involve all affected staff in assisting with establishing the new arrangements.
- 6 In order to reassure employees identified for transfer, it is planned to arrange surgeries/briefings on pensions and TUPE arrangements to answer any questions that may arise.
- 7 It is anticipated that as part of the transfer of staff Amey will gain "admitted body" status in relation to the Hereford and Worcester Local Government Pension Scheme to protect the pension arrangements for transferring staff.

Financial Implications

- 8 The proposal submitted to the Council by Amey includes a commitment to guarantee annual spending reductions of £1million from 2009/10 onwards. It also includes proposals for further efficiency savings and increased revenue. Further detailed negotiation and analysis is required to validate these proposed savings and secure contractual commitments to delivering them. It will also be necessary to establish a methodology to track these savings and demonstrate that they are being achieved.
- 9 These savings were not identified in the Council's current Medium Term Financial Management Strategy (MTFMS) agreed in March 2008. However, once these savings or increased revenue has been achieved, the Council will use these savings to assist with balancing the Council's overall budget and these savings have been identified as part of the Environment & Culture Directorate Performance Improvement Cycle (PIC) process for 2009/10. Currently they have been identified as a potential area of support for revenue budget pressures in that Directorate.
- 10 Clarification of the Council's liability associated with covering any pension fund shortfall in respect of transferred staff is being sought, and any financial implications arising from this will be taken account of in the Council's budget planning process.

Legal Implications

- 11 Legal advice is that, subject to the scope of the current contractual arrangements not being extended, renegotiation of the current delivery arrangements does not require re-procurement. The proposals received from Amey are being reviewed by the Council's Legal Services with external specialist advice, as appropriate. Legal advice will be available during the detailed negotiations to ensure that any contractual changes are acceptable from a legal perspective.

Risk Management

- 12 The Service Delivery Review took a comprehensive approach to reviewing the alternative options for future service delivery to help identify the appropriate way forward. In order to ensure effective negotiations and minimise risk, external procurement advice and training for the Council's negotiation team has been provided by 4Ps and appropriate legal, financial and technical advice has been utilised. This will continue during the final negotiations.
- 13 Any changes to the current arrangements arising from the review would be by agreement between Amey and the Council and would not require a re-procurement process.
- 14 Any financial implications arising in relation to the pension fund will be managed through the Council's budget planning process.
- 15 The establishment of a new contract management team within the Environment and Culture Directorate is intended to ensure robust monitoring

and management of the contract in the future and reduce the potential risk to the Council's reputation of any failure to deliver.

Alternative Options

16 Both the Council and Amey have the option to continue with the current agreement if the proposed agreement is not acceptable.

Consultees

Consultations have taken place during the Service Delivery Review with all Members of the Council, staff within potentially affected services and Amey. The review has reported regularly to Environment Scrutiny and twice to the Strategic Monitoring Committee. The comments and advice from both of these committees has been incorporated into both the review process and the principles in this report.

Appendices

None

Background Papers

None identified.

HEREFORDSHIRE PARTNERSHIP GOVERNANCE REVIEW

PORTFOLIO RESPONSIBILITY: CORPORATE STRATEGY & FINANCE

CABINET

22 JANUARY 2009

Wards Affected

County-wide

Purpose

For Cabinet to note the outcome of the Herefordshire Partnership Governance Review and the impact this new structure will have on performance management and achievement of outcomes for the local community.

Key Decision

This is not a Key Decision.

Recommendations

THAT: the outcome of the review and the new governance structure be noted.

Reasons

To ensure that Cabinet is central to the ongoing development of the Herefordshire Partnership and its governance structures and to ensure that Member involvement and links through to the community are maximised.

Considerations

- 1 In 2007 the Board and Chief Executives' Group of the Herefordshire Partnership initiated a review of the Governance arrangements with a view to improving accountability and performance management arrangements and ensure the structure was responsive to the requirements of central government and the needs of the local community.
- 2 The 2006 Government White Paper, Strong and Prosperous Communities, and the subsequent 2007 Local Government Involvement in Public Health Act brought in new and challenging requirements for Local Strategic Partnerships; requirements which the existing structure was not robust and responsive enough to respond to.
- 3 The review was conducted by Jennifer Watkins (firstly in her role as Partnership Manager and latterly as an external consultant) and Oliver Goode from the Regional Improvement and Efficiency Partnership (RIEP).
- 4 Following the review, the Herefordshire Partnership Board has agreed that the new structure will consist of a Board and a Management Group. The current plethora of partnerships will be focused into six Policy and Delivery Groups, which will be

Further information on the subject of this report is available from
Chris Bucknell, Acting Partnership Manager on (01432) 261789

represented on both the Board and the Management Group in order to give a clear focus on delivery of outcomes. These groups will (broadly) follow the themes of the Sustainable Community Strategy and Local Area Agreement and be responsible for commissioning, delivering and monitoring activity funded through a range of funding streams, including the Area Based Grant.

- 5 The Terms of Reference and membership of the Board have been refreshed. The Board will be chaired by the Leader of the Council, supported by two Vice Chairs, one from the Third (voluntary and community) Sector and one from the Private Sector. Government Office and AWM will be co-opted members of the Board.
- 6 Draft Terms of Reference for all the governance groups are attached as Appendices 1-3. These are currently being refined to further strengthen accountability, decision making and reporting routes between groups. Membership will be reviewed periodically to ensure comprehensive coverage and balance between organisations and sectors
- 7 There are currently no mechanisms in place for engaging the community in scrutiny of the effectiveness of the Herefordshire Partnership. Clearly it will be important to develop this and give consideration as to how this can be achieved, possibly through the Council's scrutiny process.
- 8 The first meeting of the new Board was held on 8th January 2009 with a specific focus on the current economic crisis and the Partnership's response to this. The first regular meeting of the Board will be held on 11th February 2009.

Financial Implications

- 9 The six outcome groups will have responsibility for commissioning and delivering activity through the Area Based Grant, as well as through other mainstream funding streams. The new structure will provide an arena for Policy and Delivery groups to work together to gain efficiencies and add value through joint commissioning and multi agency delivery. Policy and Delivery Groups will have a requirement to include duty to co-operate organisations, as well as other stakeholders, giving access to a wider range of funding streams has hitherto been the case.

Risk Management

There is a risk of disengagement from organisations that are not included in the new structure. This has been mitigated by the requirement on Policy and Delivery Groups to review their membership to ensure wide and inclusive representation.

Partnership processes and delivery of LAA outcomes are some of the most visible manifestations of the requirements of Comprehensive Area Assessment and there is a risk that the new Partnership structure does deliver outcomes quickly enough to impact on the outcome of the assessment. This risk will be minimised by a structured implementation plan and early review which will embed the new structure quickly and effectively.

Legal Implications

All the requirements outlined in the 2006 Strong and Prosperous Communities White Paper, the Local Government Involvement in Public Health Act 2007 and the Local Area Agreement Statutory Guidance have been taken into account during the governance review.

All areas related to the distribution of Area Based Grant have been carried out in conjunction with the Resources Directorate and Legal Services. There are no additional legal

implications to the proposals outlined above.

Alternative Options

A number of alternative options were considered while the review was being carried out. It is felt by the existing Herefordshire Partnership Board and Chief Executives Group that there are no alternative options which would ensure a responsive and accountable framework within which to successfully deliver outcomes for the community.

Consultees

Herefordshire Partnership Board
Herefordshire Partnership Chief Executives Group
Joint Management Team
Herefordshire Partnership Support Team
Representatives from Thematic Partnerships

Appendices

- Appendix 1** Terms of Reference and Membership of the Board
- Appendix 2** Terms of Reference and Membership of the Management Group
- Appendix 3** Terms of Reference and Membership of the Outcome Groups

Background Papers

None identified.

BOARD TERMS OF REFERENCE (DRAFT)

PURPOSE OF THE HEREFORDSHIRE PARTNERSHIP

Herefordshire Partnership is the over-arching strategic partnership for the county. Its key purpose is to establish and achieve the Vision for the county through the delivery of the outcomes and targets specified in the Sustainable Community Strategy (SCS) and Local Area Agreement (LAA).

Herefordshire Partnership Board

Purpose:

- Set and review the Vision for Herefordshire
- Set and regularly review a medium term (3-5 year) Sustainable Community Strategy designed to attain its Vision by achieving its specified outcomes
- Maintain awareness of issues affecting the county and all partners
- Express the Voice of Herefordshire locally, regionally and nationally
- Identify cross-cutting gaps and overlaps in countywide provision and initiate and oversee remedial action, where appropriate
- Set key tasks for delivery by partners within the Management Group and identify responsibility for their delivery

RESPONSIBILITIES

PURPOSE	ACTIVITY
Strategic Delivery	<ul style="list-style-type: none"> • Develop a single strategic Vision for the county and a medium term (3-5 year) Sustainable Community Strategy. • Agree initial allocation of resources to the Management Group • Ensure the targeting of resources is consistent with the achievement of the Vision, through the outcomes and targets agreed in the SCS and its Delivery Plan.
Monitoring and Scrutiny	<ul style="list-style-type: none"> • Ensure outcomes of the SCS are achieved through exception reporting and scrutinising performance management processes and procedures • Where a possibility exists that the outcomes will not be achieved, ensure remedial action is instigated.
The Wider Picture	<ul style="list-style-type: none"> • Maintain an understanding of current issues and long-term trends as they affect the county, its regional context and the quality of life for people who live, work or visit Herefordshire. • Develop and use local networks across the county to gauge opinion and attitudes and ensure community cohesion.
The Voice of Herefordshire	<ul style="list-style-type: none"> • Lobby, campaign and champion the issues of importance to the county at regional and national government level and in the media. • Act as an ambassador of the Partnership by communicating the priorities, activities and achievements of the Partnership (and its Policy and Delivery Groups) to the public and across the wider partnership. • Ensure effective communication channels with the Policy and Delivery Groups.
Consultation and data sharing	<ul style="list-style-type: none"> • Identify and address cross cutting issues, gaps and overlaps in county provision. • Promote and encourage multi-agency working • Ensure data and information is shared amongst partners and make

	<p>certain data sharing protocols are in place.</p> <ul style="list-style-type: none"> • All areas of data collection and reporting will be fully compliant with the Council's Data Quality procedures
Accountability	<ul style="list-style-type: none"> • Ensure the Partnership's activities are understood and are relevant and accessible to the public. • Ensure strong governance and partnership agreements are in place and these are reviewed annually.

Frequency of meetings

Herefordshire Partnership Board meets four times a year, with a partnership event taking place annually. Focus groups, special discussions and sub-groups will be convened from time to time.

Principles to be applied to membership:

The Board is made up of people who:

- Have the ability to take a broad view of Herefordshire's interests
- Demonstrate the ability to act corporately and be an ambassador for Herefordshire Partnership
- Help develop and deliver Herefordshire Partnership's Vision, as expressed through the Community Strategy, Local Area Agreement and action plans.
- Represent the views and interests of significant communities and/or sectors
- Ensure those most disadvantaged in the community are identified and their needs addressed.
- Contribute tangibly to the delivery of the Sustainable Community Strategy, through expertise, resources etc
- Commit to equality of opportunity and participation
- Are recognised people of influence
- Are able to commit to attendance at Board meetings and other Board level activities

Membership

The Board will have the power to co-opt non voting members who have particular expertise or skill to assist in delivery agreed tasks. The membership of the Board shall be no more than eighteen people and comprise:

- Chair of each of the six Policy and Delivery Groups
- Chief Executive, Herefordshire Council/ Primary Care Trust
- Leader, Herefordshire Council
- Primary Care Trust
- Chamber of Commerce
- Representative, local business
- 2 Voluntary Sector Representatives

- West Mercia Constabulary
- Fire and Rescue Service
- Herefordshire Association of Local Councils
- Elected Member (unless already included as one of the above)

Individual organisations and groups will consider representation to ensure membership is inclusive, balanced and of the appropriate level.

CHAIR OF THE BOARD

The Leader of the Council to Chair the Herefordshire Partnership Board, with two Vice Chairs, being one each from the Business and Voluntary/Community Sector. The person chairing the Partnership Board shall do so for a period of 2 years and there shall be a mechanism for reducing or extending that period if required by the majority.

Management Group Terms of Reference (Draft)

Herefordshire Partnership Management Group

Purpose:

- Assume responsibility for preparing the Sustainable Community Strategy (SCS) Action Plan for the Board
- Ensure the delivery of the SCS Action Plan
- Report progress of the SCS Action Plan to the Board
- Make decisions within delegated authority
- Ensure resources are utilised to address identified priorities
- In conjunction with the Team Manager, set and review the Support Team Service Plan

Responsibilities:

PURPOSE	Activity
Policy	<ul style="list-style-type: none"> • Assume responsibility for preparing the SCS Action Plan for approval by the Board • Ensure activity is commissioned by the six Policy and Delivery Groups to deliver action plan priorities • Ensure resources are allocated and used effectively • Identify lead agencies to deliver tasks identified by the Board • Develop plans for delivering key outcomes in response to emerging funding opportunities
Performance Management	<ul style="list-style-type: none"> • Manage performance to ensure agreed outcomes are achieved by partners and Policy and Delivery groups and report progress to the Board at each of its meetings • Allocate resources to the six Policy and Delivery groups in line with the strategic direction set by the Board. • Ensure the outcomes of the Strategy are achieved within designated timescales and budgets. • Promote cross partnership working in order to improve outcomes and add value.
The Wider Picture	<ul style="list-style-type: none"> • Maintain awareness of best practice regionally and nationally
Raising the profile of the County regionally and nationally	<ul style="list-style-type: none"> • Ensure Herefordshire Partnership is networked with other areas facing similar challenges. • Ensure examples of innovation or creative and successful practice are identified and disseminated
Consultation and data sharing	<ul style="list-style-type: none"> • Bring together, where possible, strategic consultation activity by partners. • Ensure data quality policy is followed by all partners • Develop common data collection mechanisms where appropriate • Develop analysis of local trends and data • All areas of data collection and reporting will be fully compliant with the Council's Data Quality procedures
Relationship management, inclusion and equality	<ul style="list-style-type: none"> • Report back to and consult with key partners (particularly those who are not members) as appropriate. • Report back to and consult with Herefordshire Partnership Board • Ensure the Infrastructure of Herefordshire Partnership is in place and fit for purpose

Ways of working

- Regular meetings (minimum of six times per year) to monitor performance
- Focus on delivery of agreed outcomes and targets

Principles applied to membership

The Management Group is made up of people who:

- Can influence agreed targets and outcomes
- Command resources which deliver targets and outcomes
- Oversee the continuous development of the Herefordshire Partnership as a driving force for change locally
- Are able to commit to attendance at Management Group meetings

Membership

The Management Group shall be no more than twelve people, each of whom must have substantial executive responsibility for resource allocation in the County. The membership is allocated as follows:

- 1 Senior Officer from each of the six Policy and Delivery Groups
- Herefordshire Council / Primary Care Trust
- West Mercia Constabulary
- Fire and Rescue Service
- Learning & Skills Council
- Herefordshire Association of Local Councils
- Voluntary Sector representative

Individual organisations and groups will consider representation to ensure membership is inclusive, balanced and of the appropriate level.

Chair of the Management Group

The Chair of the Management Group to be determined by the majority vote of the members of the relevant group.

The person chairing the Management Group shall do so for a period of 2 years and there shall be a mechanism for reducing or extending that period if required by the majority.

Policy and Delivery Groups Terms of Reference (Draft)

HEREFORDSHIRE PARTNERSHIP POLICY AND DELIVERY GROUPS

General

Herefordshire Partnership has six Policy and Delivery Groups, each of which is responsible for delivering the outcomes of the Sustainable Community Strategy.

These are:

- Children and Young People
- Safer Communities
- Stronger Communities
- Environment
- Economic Development
- Healthier Communities and Older People (Health and Well-being)

A review of these groups is planned to ensure that Purposes, Membership, Terms of Reference, reporting arrangements etc are fit for the purpose envisaged by the Board.

Accountability

Some of the Policy and Delivery Groups fulfil a statutory function. They are accountable for the delivery of outcomes and achievement of targets in relation to this responsibility to Departments of State.

These Terms of Reference therefore relate to those outcomes and targets which fall into the Sustainable Community Strategy Delivery Plan. Each Policy and Delivery Group is accountable to the Herefordshire Partnership for performance relating to each of these outcomes and targets.

Partners must ensure that all members nominated to a Policy and Delivery Group have a mandate for their position. All relevant Duty to Co-operate organisations should be represented on Policy and Delivery Groups. Facilitation of a Policy and Delivery Group should be recognised within Job Descriptions, with resources required, at a senior (Director or equivalent) level. There should be regular reporting on the work of the outcomes between the facilitator and the relevant Director.

Purpose:

Each Policy and Delivery Group will achieve the following purposes for the Herefordshire Partnership:

- Maintain comprehensive information on the needs of Herefordshire in relation to the relevant outcome theme, and prepare a report for the Management Group identifying risks and opportunities presented by changes observed from practice or on issues on which the group needs a 'steer'.
- Prepare an Action Plan for the Management Group designed to achieve the SCS Delivery Plan Outcomes and targets for which it is accountable and report on progress to the Management Group.

- Be accountable to the Management group for the commissioning and delivery of work designed to achieve the relevant outcomes and targets of the Sustainable Community Strategy.
- Ensure Area Based Grant resources allocated to the group are used to best effect to achieve delivery plan targets
- Make decisions (e.g. certain allocation of funds) within delegated authority
- Maintain active contact across all Policy and Delivery Groups

RESPONSIBILITIES OF EACH OUTCOME GROUP:

PURPOSE	Activity
Data and Information Management	<ul style="list-style-type: none"> • Collate data and information from each partner on Herefordshire's Needs • Provide information on risks and opportunities for the annual report on 'The State of Herefordshire' • All areas of data collection and reporting will be fully compliant with the Council's Data Quality procedures
Planning	<ul style="list-style-type: none"> • Prepare an Action Plan for the Management Group which will achieve the relevant outcomes and targets assigned to the group • Circulate draft action plans to other Policy and Delivery Groups to identify opportunities for collaboration • Review the plans of the five other Policy and Delivery Groups to consider best fit with the groups' priorities. • Working collaboratively with other groups on cross cutting themes • Co-ordinate existing resources including mainstream budgets of partners to achieve key outcomes
Delivery and Commissioning	<ul style="list-style-type: none"> • Maintain responsibility to co-ordinate or realign if appropriate the resources of each partner to achieve the outcomes and targets of the Action Plan • Commission work to fill gaps in delivery with any additional funds available • Monitor delivery against the Action Plan and report to the Management Group by exception.
Decision making	<ul style="list-style-type: none"> • Partners should ensure that membership of each Policy and Delivery Group is appropriate, and that the representative attending the Board and Management Group has the responsibility and ability to report on progress and make informed decisions across all areas of activity.
Communication	<ul style="list-style-type: none"> • Develop a Member reference group to ensure the effective engagement of Local Authority Members • Provide information and 'news' for dissemination by the Partnership • When asked provide input and expertise to guide discussion by the Board

Membership

It is necessary to ensure that a wide representation of appropriate partnerships and organisations participate fully in each Policy and Delivery Group, to ensure the successful delivery of the outcomes and indicators for which the Group is responsible.

Also within the membership, each Policy and Delivery Group has responsibility to ensure that Duty to Co-operate organisations and representation from the Voluntary Sector are identified and involved.

OFSTED APA OUTCOMES FOR CHILDREN'S SERVICES 2008

PORTFOLIO RESPONSIBILITY: CHILDREN'S SERVICES

CABINET

22 JANUARY 2009

Wards Affected

County-wide

Purpose

To update the Cabinet and formally report the outcome of the recent 2008 Annual Performance Assessment (APA) inspection of Children's Services.

Key Decision

This is not a Key Decision.

Recommendation(s)

THAT

- (a) **Cabinet note the content of the report and commend staff and partners on the progress made this year.**
- (b) **Cabinet note the areas for improvement for the coming year - particularly safeguarding - in preparation for the forthcoming anticipated CAA inspection in 2009.**

Reasons

The performance of Children's Services is key to the overall performance of the wider Council.

Considerations

- 1 A copy of the APA letter from Ofsted is attached for reference as Appendix 1.
- 2 It is particularly pleasing to note the continued progress made in Children's Services with most outcomes having improved since the last APA and the specific improvements in grade awarded in 'capacity to improve' including the management of services for children and young people and Achieving Economic Well Being.
- 3 Overall the inspectors agreed with many of our own judgements and evaluation about our service delivery, which is positive.

Further information on the subject of this report is available from
S Menghini Director of Children's Services on (01432) 260039

- 4 The partnership between the Council and the Primary Care Trust has been noted as a positive step.

Financial Implications

There are no immediate financial implications from this report.

Risk Management

- 5 The greatest risk is the area of safeguarding with an increased public awareness following the 'Haringey Baby P' case and the inevitable closer scrutiny to come, meaning that this will remain a national and a local high profile issue. To ensure all appropriate mitigation actions are in place, an external review of safeguarding within the Children and Young People's Directorate has been commissioned which includes a review of all cases where children are subject to a child protection plan. This review is now being extended to include the overall multi-agency child protection system. The Herefordshire Safeguarding Children's Board (HSCB) will be responsible for monitoring the implementation of the action plans arising from these reviews. Performance monitoring of safeguarding key indicators remains a focus for the Directorate as well as the HSCB and the Children's Trust.
- 6 Recruitment and retention of social workers will remain a high profile issue for the Directorate and obviously impacts upon the overall performance of the area. A recruitment strategy is in place. Exception report and monthly reporting of KPIs takes place at Directorate Leadership Team. Quarterly reporting at Children's Trust and Safeguarding Board so that early indication of problems can be used to inform management response.

Alternative Options

There are no Alternative Options.

Consultees

None

Appendices

Appendix 1 – Ofsted APA letter 2008.

Background Papers

Ofsted APA letter 2007

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17 December 2008

Ms Sharon Menghini
Director of Children's Services
Herefordshire Council
Children's Services Directorate
Brockington
35 Hafod Road
Hereford
HR1 1SH

Dear Ms Menghini

Annual performance assessment of services for children and young people in Herefordshire Council 2008

This letter summarises the findings of the 2008 annual performance assessment (APA) for your council. The evaluations and judgements in the letter draw on a range of data and information which covers the period 1 April 2007 to 31 March 2008. As you know, the APA is not based on an inspection of your services and, therefore, can only provide a snapshot based on the evidence considered. As such, I am grateful to you for assuring the quality of the data provided.

Performance is judged on a four point scale as detailed in the handbook. I should emphasise that the grades awarded are based on an overall 'best fit' model. For instance, an outstanding judgement of Grade 4 reflects that overall most aspects, but not necessarily all, of the services in the area are working very well. We know that one of the features of outstanding provision is the drive for greater improvement and no council would suggest, and nor would Ofsted, that a judgement of outstanding indicates that everything is perfect. Similarly within a judgement of inadequate overall, Grade 1, there could be some aspects of the overall service that are adequate or even good. Judgements are made in a rounded way, balancing all of the evidence and giving due consideration to outcomes, local and national contexts, priorities and decision-making.



The following table sets out the grades awarded for performance in 2008.

Assessment judgement area	APA grade
Overall effectiveness of children's services	2
Being healthy	3
Staying safe	2
Enjoying and achieving	3
Making a positive contribution	2
Achieving economic well-being	3
Capacity to improve, including the management of services for children and young people	3

*Inspectors make judgements based on the following scale
4: outstanding/excellent; 3: good; 2: adequate; 1: inadequate*

Overall effectiveness of children’s services

Grade 2

Herefordshire Council delivers services for children and young people that meet minimum requirements. Its good capacity to improve is reflected in further improvements in educational standards and achievement, particularly for young people aged 14 to 19. Health outcomes for children and young people continue to be good, particularly for those who are looked after. Children and young people make a positive contribution to their community. There have been improvements in most outcomes since the previous APA. However, some aspects of staying safe deteriorated, primarily as a consequence of shortages of social workers. Service managers identified weaknesses in the administration of Criminal Records Bureau (CRB) checks and have taken swift and effective action to ensure compliance with requirements. The management of council services is adequate overall.

Being healthy

Grade 3

The contribution of services to improving outcomes for children and young people in this aspect is good. This is in line with the council’s self-assessment. The council’s analysis of its strengths and areas for development for this outcome area is consistent with the evidence.

<p>Major strengths</p> <ul style="list-style-type: none"> ▪ The health care and outcomes for looked after children are good. ▪ Good service provision results in low levels of teenage conceptions. ▪ A high proportion of mothers, including teenage mothers, are breast-feeding. ▪ Good progress towards a comprehensive child and adolescent mental health service is leading to reduced waiting times for assessment and treatment.
<p>Important weaknesses and areas for development</p> <ul style="list-style-type: none"> ▪ There has been a small but rising number of hospital admissions for alcohol misuse.

Staying safe

Grade 2

The contribution of services to improving outcomes for children and young people in this aspect is adequate. This is in line with the council’s self-assessment. The council’s analysis of its strengths and areas for development for this outcome area is consistent with the evidence.

<p>Major strengths</p> <ul style="list-style-type: none"> ▪ Outcomes for looked after children are good. They have good placement stability which compares favourably with similar councils and national averages. ▪ Serious injuries and death of children and young people on the county’s roads

have reduced and the council is making good progress towards reaching its 2010 target.

- Good progress has been made in identifying, assessing and assisting children, who through exposure to domestic abuse, may have suffered significant harm.

Important weaknesses and areas for development

- The timeliness of referrals and assessments for children and young people who need them is lower than the national average.
- Recruitment of social workers remains on target to meet the planned complement in 2009.
- Reviews of those on the child protection register have not all been timely.

Enjoying and achieving

Grade 3

The contribution of services to improving outcomes for children and young people in this aspect is good. This is in line with the council's self-assessment. The council's analysis of its strengths and areas for development for this outcome area is consistent with the evidence.

Major strengths

- Standards are above average and achievement is good for children and young people at secondary school. Standards continue to improve faster than nationally.
- Educational outcomes for looked after children are good against comparator groups.
- Permanent exclusions are sharply declining, and all such children and young people are provided with full-time pupil referral unit places. The proportion of children and young people with statements of special educational needs who are excluded is lower than the national average.

Important weaknesses and areas for development

- Standards in Key Stage 1, although satisfactory, are not improving as quickly as other key stages, particularly in writing.
- Attendance of looked after children is weaker than in similar councils.

Making a positive contribution

Grade 2

The contribution of services to improving outcomes for children and young people in this aspect is adequate. This is in line with the council's self-assessment. The council's analysis of its strengths and areas for development for this outcome area is consistent with the evidence.

<p>Major strengths</p> <ul style="list-style-type: none"> ▪ The number of first time entrants to the youth justice system is dropping, and is in line with similar councils. ▪ In the inspection of fostering services in March 2008, positive contribution of children and young people in receipt of this service was rated as outstanding. ▪ Comparatively high numbers of children take part in voluntary activities. ▪ The proportion of looked after children involved in their reviews is high.
<p>Important weaknesses and areas for development</p> <ul style="list-style-type: none"> ▪ Too many looked after children are issued with final warnings, reprimands and convictions. ▪ There are high levels of dissatisfaction amongst young people with the range of local activities and places for them to go. ▪ Progress towards a written plan for Targeted Youth Support and the Integrated Youth Offer has been limited.

Achieving economic well-being

Grade 3

The contribution of services to improving outcomes for children and young people in this aspect is good. The council's analysis of its strengths and areas for development for this outcome area is consistent with the evidence. However, insufficient weight was given to the impact of substantial, albeit recent, progress in the management and provision of courses for 14- to 19-year-olds.

<p>Major strengths</p> <ul style="list-style-type: none"> ▪ Standards and achievement overall for post-16 students are good, and rising. ▪ Participation in post-compulsory education is comparatively high, and rising. This is the result of the successful implementation of a wider range of courses both pre and post-16 courses and good progress in the development of provision for 14- to 19-year-olds. ▪ Outcomes for looked after young people are good. These include good accommodation for those leaving council care; the high numbers who stay in education or training; and the good advice and support provided for all. ▪ There is a rising, and above average, proportion of supervised young offenders in full time education, training and employment.
<p>Important weaknesses and areas for development</p> <ul style="list-style-type: none"> ▪ There are insufficient progression routes into work-based learning for young people with learning difficulties and/or disabilities. ▪ Although the proportion of young people who progress to work based learning and further education from the Entry to Employment programme (E2E) is

average, there are relatively high numbers who go into employment without training.

Capacity to improve, including the management of children's services

Grade 3

The council's capacity to improve its services for children and young people is good and its management of these services is satisfactory. There have been major changes since the previous APA to the way the council organises its services for children and young people. This has resulted in new leadership and management arrangements and much closer partnership between Children's Services and the Primary Care Trust. A clear focus on ensuring further improvement has resulted in most performance indicators being better than in 2007.

Performance management of children's services has improved over the last two years and is now good. The recruitment of social workers is on target to reach the recommended complement by March 2009. The 14–19 developments have had a strong impact on ensuring better outcomes for young people aged 16 and 18 or over in the area.

Major strengths

- Senior managers and members have identified the most important areas for improvement and resolved these promptly.
- The joint management team between Children's Services and the Primary Care Trust share a common ambition to ensure further improvements in outcomes for children and young people. As a result, outcomes in health and enjoying and achieving are good.
- The performance management of children's services is good.

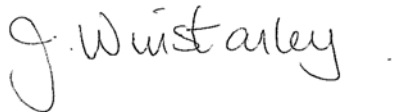
Important weaknesses and areas for development

- Service management has yet to impact on the timeliness of referral and assessment services for children who may require social care.

The children's services grade is the performance rating for the purpose of section 138 of the Education and Inspections Act 2006. It will also provide the score for the children and young people service block in the comprehensive performance assessment to be published by the Audit Commission.

We are grateful for the information you provided to support this process and for the time given by you and your colleagues during the assessment.

Yours sincerely

A handwritten signature in black ink that reads "Juliet Winstanley". The signature is written in a cursive style with a period at the end.

Juliet Winstanley
Divisional Manager, Local Services Inspection

COUNCIL EMPLOYEE OPINION SURVEY 2008

PORTFOLIO RESPONSIBILITY: CORPORATE AND CUSTOMER SERVICES AND HUMAN RESOURCES

CABINET

22 JANUARY 2009

Wards Affected

None.

Purpose

To note the contents of the attached report as presented to Joint Management Team on 1 December, 2008 and also note that the corporate action plan will be published at the end of January 2009.

Key Decision

This is not a Key Decision.

Recommendation

THAT the decisions of Joint Management Team on 1 December 2008 regarding the Council Employee Opinion Survey be noted.

Reasons

- 1 To ensure Cabinet remain informed.

Considerations

- 2 This year's Council Employee Opinion Survey ran throughout October and closed on 7 November.
- 3 It was the Council's eighth survey and achieved an overall response rate of 50% including 31% on line) as against a 53% response in 2007. The average response rate for local government for the last two years is 48.7% (according to the Opinion Research Corporations [ORC] database). The survey runs for all non school-based employees.
- 4 The Environment and Culture Directorate undertook a pilot whereby employees were expected to complete the survey online, unless they specifically requested a paper copy. The Directorate achieved a 43% response rate; 77% of which was online and 23% of which was on paper. Due to reorganisation, there is no directly comparable figure for responses in 2007, but in that year, the response rate for the Environment Directorate was 69%, with 39% for Cultural Services.

Further information on the subject of this report is available from
Liz Wallace – HR Manager on (01432) 383384

- 5 The level of disagreement that action will be taken in light of survey feedback has continued to rise this year – 42% compared with 36% last year.
- 6 Whilst survey responses may be viewed as a snapshot in time, this employee feedback provides valuable data as a basis on which to develop improvement actions corporately. A suite of reports providing directorate and service level data will follow, to enable employees to have sight of their feedback as against that for directorates and services. The reports also enable directorates and services to identify actions to be included in service plans, and to take action as a result.
- 7 In 2007, the Resources Directorate introduced a Communications Group comprising six frontline employees whose remit was to communicate with their teams on the survey feedback, to make recommendations for action to the Directorate Management Team and to report on progress on an on-going basis. This year, the Resources Directorate achieved the second highest response rate (56% over 241 employees; the highest rate being 91% from the Chief Executive, Deputy Chief Executive and HR, over 64 employees).
- 8 Taking action on the feedback from the Employee Opinion Survey relates specifically to a number of the organisational improvement and greater efficiency commitments in the Annual Operating Plan. Survey responses also, to some extent, furnish an update on the extent to which elements of the Investors In People Standard are being upheld in practice, as, for example, question 2.17 'My Staff Review and Development (SRD) was a worthwhile discussion'. This year, 59% of respondents agreed that it was, as against 66% in 2007. Furthermore, this response can be understood in a context where only 65% of employees participated in an SRD in 2008, as against 97% in 2007.
- 9 A joint approach to surveying employee opinion was agreed by JMT (28th April, 2008) and a report covering both Council and PCT responses to common questions in the two surveys will be available for JMT consideration in March 2009.
- 10 Following consideration of the full report, the decisions of JMT were as follows:
 - JMT approved the Headline report for publication;
 - JMT agreed that for the first time the key corporate themes for action should be captured and addressed in the action plan of the Organisation Development strategy for 2009/10;
 - JMT approved the model adopted by the Resources Directorate for communications and action planning resulting from Employee Opinion Survey feedback, for implementation by all directorates;
 - JMT advised directorates of the need to take action to address employee feedback in those areas showing significant deterioration in responses from the 2007 survey.

Legal Implications

- 11 There are no legal implications.

Financial Implications

- 12 There are no specific financial implications.

Risk Management

- 13 The Corporate action plan and Directorate actions are critical to ensure that staff see that action is being taken on the issues raised.

Alternative Options

- 14 There are no Alternative Options.

Consultees

- 15 All staff receiving a copy of the survey.
Joint Management Team

Appendices

- 16 Employee Opinion Survey 2008 – Headline Report.
Comparison with Opinion Research Corporation (ORC) benchmarking data.

Background Papers

- 17 None identified.

Comparison with ORC local government benchmarking data

Source: ORC local government benchmark data, from their 24th January 2008 report, and Herefordshire Council employee opinion survey 2001 – 2008.

Figures are percentages of the respondents agreeing with the statement.

ORC comparator question	ORC score	2001	2002	2003	2004	2005	2006	2007	2008	Herefordshire Council question.
56. I would tell people that this is a good place to work	56% (2006)	60%	62%	na	41%	48%	47%	55%	51%	2005-8 1.2: I speak highly of the council to others outside 2002/1: I am proud to be working in the Council
62. This is a good company to work for compared to others I know about	61%	72%	79%	60%	59%	65%	69%	75%	73%	1.1: Herefordshire Council is good to work for
29. Morale is good where I work	41%	39%	46%	37%	35%	41%	55%	56%	49%	2.2: Morale within my work area is generally good
77. I receive regular and constructive feedback on my performance	55%	62%	72%	74%	72%	74%	76%	74%	72%	2.10: I get feedback on how I'm doing from my line manager/supervisor
21. I am satisfied with the recognition I receive for doing a good job	49%	na	na	na	59%	60%	67%	68%	64%	2.1 I get recognition for a job well done
30. I am clear about what I am expected to achieve in my job	81%	na	na	na	85%	83%	84%	84%	82%	2.11: I have a clear understanding of my job priorities and objectives
5. I am kept well informed about what the company is doing	58%	46%	60%	48%	47%	61%	63%	69%	66%	1.10: I am kept informed about the Council's plans, priorities and performance
		52%	62%	56%	62%	67%	65%	68%	63%	2.7: I am kept informed about my service area's plans, priorities and performance
4. I have the opportunity to contribute my views before changes are made which affect my job	39%	na	na	na	55%	58%	65%	69%	65%	2005-8: 1.16 I have the opportunity to comment & ask questions about organisational change before, during and after it has happened
		47%	56%	58%	na	na	na	na	na	2001-3: I am invited to be involved in decisions within the directorate / dept
61. I believe that action will be taken on problems identified in this survey	40%	43%	55%	44%	44%	40%	39%	42%	35%	1.8: I believe that action will be taken on problems identified in this survey.
ORC comparator question	ORC score	2001	2002	2003	2004	2005	2006	2007	2008	Herefordshire Council question.

72. I am satisfied with the training I receive for my present job	62%	67%	75%	73%	74%	75%	73%	77%	75%	2.18: I have adequate training and development for the work I do
28. Where I work we have the resources we need to complete our work effectively	49%	59%	66%	66%	66%	67%	64%	64%	60%	2.3: Usually, I have the resources to do my job properly
99. I can meet the requirements of my job without regularly working excessive hours	58%	53%	51%	61%	62%	56%	56%	55%	58%	3.4: I can meet the requirements of my job without working excessive hours
97. I am able to strike the right balance between my work and home life	66%	31%	69%	73%	77%	75%	73%	78%	79%	3.5: Opportunities for flexibility in my hours/job help me avoid having problems meeting home/work commitments
75. I believe I have the opportunity for personal development and growth in this company	50%	na	na	na	30%	43%	48%	50%	49%	1.6: Opportunities for development within the council are good
24. I am satisfied with my physical working conditions	59%	63%	65%	na	70%	65%	61%	63%	68%	3.7 I am satisfied with my physical working environment.
25. I intend to still be working for this company/ organisation in 12 months' time	71%	na	na	55%	51%	61%	64%	69%	68%	1.7 I intend to still be working for Herefordshire Council in 12 months' time
36. Health and safety is taken seriously in this organisation	65%	na	na	na	72%	72%	78%	80%	80%	3.6 I am confident that My manager responds to health and safety matters.
49. Senior managers are sufficiently visible in this organisation	41%	na	na	na	50%	50%	53%	60%	56%	2.13 Senior management is visible.
82. I believe that this company provides equal opportunities with regard to race	76%	81%	79%	72%	73%	73%	76%	76%	78%	3.1b Employees are treated fairly whatever their race
83. I believe that this company provides equal opportunities with regard to people with disabilities	72%	na	71%	60%	69%	70%	73%	75%	74%	3.1e Employees are treated fairly whatever their disability status
81. I believe that this company provides equal opportunities with regard to gender	76%	77%	76%	73%	72%	73%	75%	76%	77%	3.1c Employees are treated fairly whatever their gender



HEREFORDSHIRE
COUNCIL

Employee opinion survey 2008

Headline report

Issue 1

November 2008

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Executive summary

This report presents a brief summary of the results of the 2008 employee opinion survey for Herefordshire Council. It highlights the significant differences (i.e. greater than +/- 5 percentage points) since last year and presents charts and a table showing how council employees responded to each question in the questionnaire. The survey of PCT staff, which is underway at the time of writing is not included in this report. Further, more detailed reports will be published – see the section “further reports” below.

The survey and response rate

This is the eighth annual survey of employees of Herefordshire Council. It has been conducted such that the start coincided with the PCT staff survey and includes a number of questions common to both.

The survey of council employees was launched on 26th September and closed on 7th November, while the PCT survey will close on 12th December required by the national programme. The council survey was made available on the intranet and posted to most employees. As a pilot, to test the effect of moving towards a paperless survey, it was not posted to the 393 employees of the environment and culture directorate, who either submitted online or requested a paper copy.

1,050 or 50% of the 2,115 employees responded to the survey and 31% of these responses were submitted online.

The response rate for environment and culture directorate whose staff were not sent paper questionnaires was 43%. Due to reorganisation there is no directly comparable figure for 2007, but in that year, the response rate for the environment directorate was 69% and cultural services was 39%.

Major changes since last year

Using a threshold of 5 percentage points to identify major changes¹ of opinion since last year there were:

- 2 questions which show significantly improved opinions (reduced levels of bullying or harassment from customers/service users, greater satisfaction with one’s physical work environment).

- 9 statements which indicate significant deterioration of opinion including morale, understandability of plans and policies, inter-departmental co-operation and relations between senior management and employees.

Views about Herefordshire Council

Amongst the views about the Council, nearly three-quarters (72%) of respondents say its good to work for and over two-thirds (68%) intend to be working here in 12 months time. Less than a quarter (24%) agree that inter-departmental co-operation and understanding is good and around a third (35%) have faith that action will be taken on problems identified in this survey.

Views about management

Feedback from this section includes: over three-quarters (82%) of respondents have a clear understanding of their job priorities and objectives, 84% have control over their work and 75% agree that they have adequate training and development. Three-quarters have confidence in the fairness of their line manager’s decision making compared to 44% who feel that way about senior management. 44% believe that relations between senior management and employees are good.

¹ See “Notes and terms used” section below

Views on the culture within Herefordshire Council

Amongst the views expressed, around three quarters of respondents believe that employees are treated equally and fairly regardless of a range of factors such as religion and race, but a little over half agree that equality of treatment extends to position in the organisation.

The greatest sources of bullying and harassment of employees are customers / service users (responsible for 29% of respondents sometimes feeling bullied or harassed) and managers (19%).

While over three-quarters (78%) of respondents find that flexibility in their job helps them to meet work/home commitments, more than a third (36%) disagree that they can meet the requirements of their job without working excessive hours.

Travel to work

On a typical day, over half the respondents drove to and from work in a car on their own. Three quarters of respondents work flexitime, one quarter do not.

Further reports

Further, more detailed reports will be produced as follows:

- Full results for the Council as a whole, including 2006 and 2007 results – by mid December
- Full results for all directorates including 2006 and 2007 results where applicable and also contrasting with the Council results – by mid December.
- Full results for all service areas with sufficient responses including 2006 and 2007 results where applicable and also contrasting with the Council results – by end January.
- A report comparing the results of the PCT staff survey and Herefordshire Council surveys – March.

In addition to informing all employees:

- The council level reports are provided particularly to inform the Joint Management Team of corporate wide issues.
- The directorate reports are aimed particularly at Directorate Management Teams and identify the issues at the directorate level.
- The service area reports are to inform service management teams and to identify issues within the service.

Introduction

This was the eighth annual employee opinion survey of Herefordshire Council. The survey was launched on 26th September 2008 when the survey was made available on the intranet and a questionnaire was posted to all non school-based employees with the exception of those in the environment and culture directorate. This year, for the first time and as part of a pilot towards fewer paper copies, employees in this directorate alone did not receive their own paper questionnaire, though copies were made available for staff in places such as libraries and tourist information centres.

The council survey was timed to coincide with the start of the PCT staff survey, though it closed on 7th November, sooner than the PCT survey which remains open until 12th December as required by the national programme. A number of questions were added to the PCT staff survey to provide a set of questions identical to both organisations.

This report is limited to the council survey only.

An email was sent to all email users promoting the survey and inviting people to complete it, either online or by using a paper copy, but not both. The online survey is an identical set of questions and could be completed anonymously: at no stage were people asked to identify themselves.

The survey was further promoted by posters in all buildings, in publications such as Team Talk and First Press, emails to key managers and 2 reminders to all email users.

The survey was extended to 7th November, a week longer than originally planned to allow further opportunity for employees on holiday during half term week at the end of October.

This report briefly presents the results of the survey and highlights the major (i.e. those greater than 5 percentages points – see “**Significant**” below) changes compared to 2007.

Notes and terms used

In this report, percentages quoted are calculated as a proportion of the total respondents to this survey (i.e. 1,050) and have been rounded to the nearest integer.

The term “**Agreement**” is calculated as the sum of those answering “**Strongly Agree**” and “**Agree**”. Similarly “**Disagreement**” is the sum of those answering “**Strongly Disagree**” and “**Disagree**”.

In the context of the employee opinion survey for the council as a whole, the term “**Significant**” when used to describe a difference is defined as a difference of 5 percentage points or more. This threshold is an arbitrary figure but enables the larger differences to be highlighted amongst the many smaller changes.

For instance, if in 2007 there was 70% agreement with a particular statement, and the same statement this year achieved 77% that would be considered a ‘significant improvement’. Similarly, if the level of agreement declined from 70% in 2007 to 65% this year, that would be identified as a significant deterioration.

The test for significant difference is independently applied to both agreement and disagreement. So, a positive change may be identified when either the agreement has increased or the disagreement decreased – or both.

Key differences in opinions from the 2007 survey

This section identifies those statements in the survey where the opinions of the respondents this year are **significantly*** more positive (first table) or negative (second table) than those last year. Results are considered more positive if there is either *greater* agreement or *less* disagreement. Results are considered more negative than last year if there is either *less* agreement or *greater* disagreement.

* Significant in this context means a difference of 5 percentage points or more – see “notes and terms used” section of this report for more details.

Positive

The table shows statements where there has been significant improvement compared with 2007. This may be due to either *increased* agreement or *decreased* disagreement.

There are two statements for which there has been a positive improvement this year when compared to 2007.

Statements showing significant positive improvement this year	Year	Agree	Disagree
3.2d. I sometimes feel bullied or harassed by customers / clients / service users. (Note: for this question, less agreement or more disagreement is better)	2008	29%	62%
	2007	34%	56%
3.7 I am satisfied with my physical work environment.	2008	68%	27%
	2007	62%	34%

Negative

The table shows statements where there has been significant deterioration compared with 2007. This may be due to either *decreased* agreement or *increased* disagreement.

There are nine statements where there has been significant deterioration this year when compared to 2007.

Statements showing significant deterioration this year	Year	Agree	Disagree
1.3 The council is open, honest and accountable to all its customers.	2008	43%	34%
	2007	48%	28%
1.5 Generally, plans, policies and processes are understandable.	2008	50%	39%
	2007	54%	34%
1.8 I believe that action will be taken on problems identified in this survey.	2008	35%	42%
	2007	43%	36%
1.9 There is good understanding and co-operation between different directorates / departments.	2008	24%	59%
	2007	26%	54%
2.2 Morale within my work area is generally good.	2008	49%	45%
	2007	57%	38%
2.15 I have confidence that senior management's decision making is fair.	2008	44%	31%
	2007	52%	27%
2.16 Relations between senior management and employees are good.	2008	44%	35%
	2007	52%	30%
2.17 My Staff Review and Development (SRD) was a worthwhile discussion.	2008	59%	26%
	2007	66%	22%
3.3 I am satisfied with my current terms and conditions of employment.	2008	64%	30%
	2007	69%	25%

Response rate and breakdown by directorate

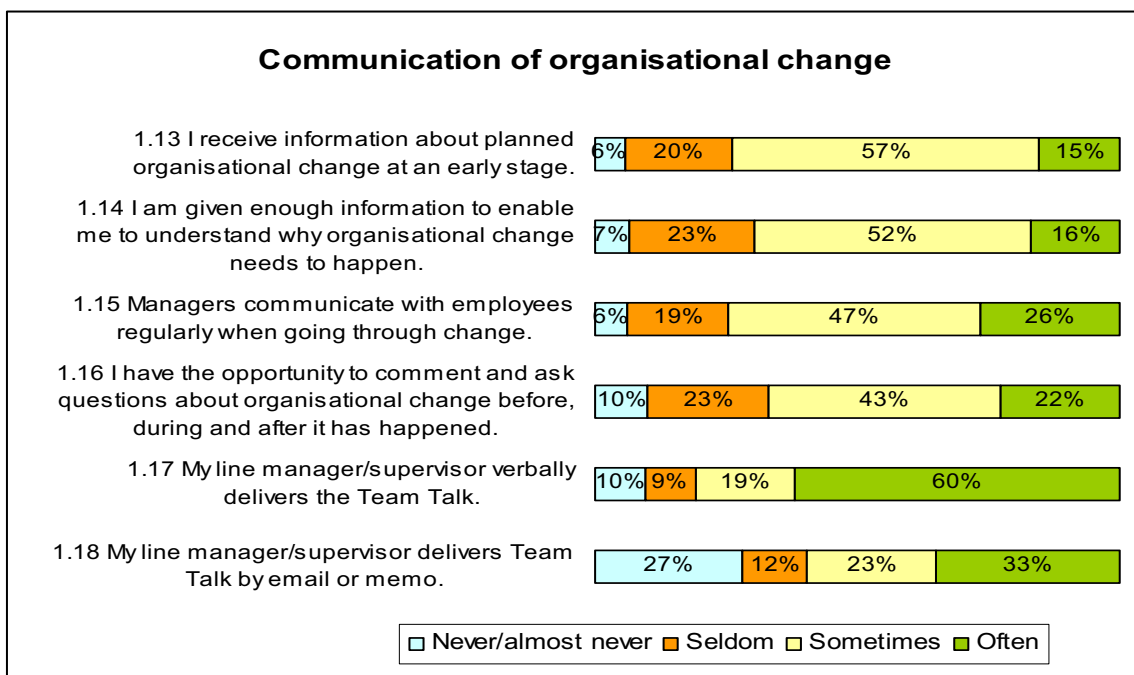
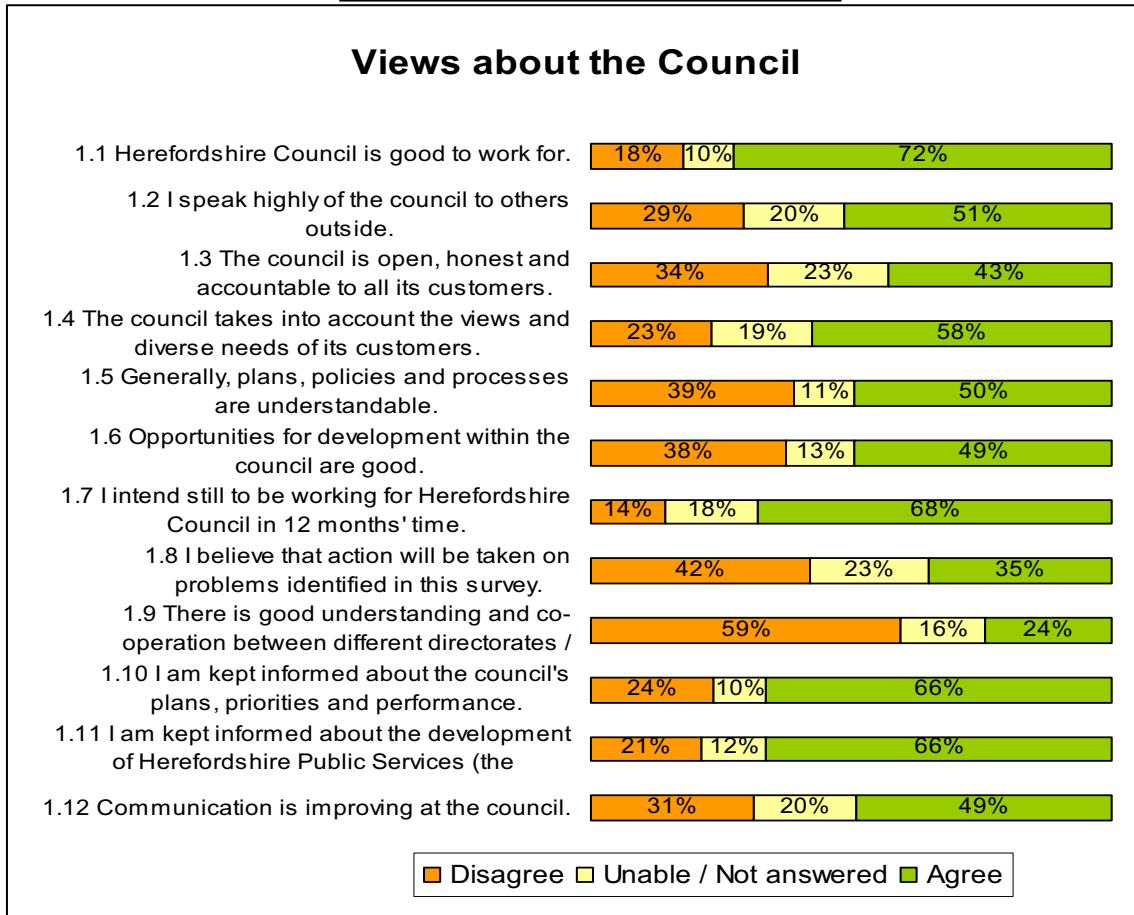
A total of 1,050 responses were received from the 2,115 employees giving a response rate of 50%. 31% of these responses were submitted online.

Directorate / department	Service area	Responses	Number of staff	Response rate
Children's services Directorate				
	Inclusion and improvement	86		
	Safeguarding and vulnerable	64		
	Central policy, performance and development	13		
	Community operations	4		
Total Children's services		167	466	36%
Resources directorate				
	Audit services	10		
	Asset management and property services	27		
	Financial services	43		
	Benefits and exchequer	55		
Total Resources		135	241	56%
Deputy chief executive and assistant chief executive (legal)				
	Herefordshire partnership support team, communications, emergency planning, policy & performance	32		
	ICT services	41		
	Legal and democratic services	37		
	Customer services (Info, MRU, archives)	38		
	Corporate programmes/Herefordshire connect	15		
Total Deputy chief exec. & Asst. chief exec. (legal)		163	296	55%
Adult social care				
	Learning disability services	32		
	Mental health services	6		
	Older people services, physical disabilities services	74		
	Commissioning, safeguarding, performance and records management	17		
Total Adult social care		129	378	34%
Environment and culture directorate				
	Environmental health and trading standards, waste	53		
	Support services	11		
	Highways	23		
	Cultural services	67		
	Parks and countryside	14		
Total Environment and culture		168	393	43%
Regeneration directorate				
	Economic and community development, lifelong learning, community safety, DST	46		
	Strategic housing	17		
	Planning services, transportation	72		
Total Regeneration		135	277	49%
Chief executive, deputy chief executive & their secretariats		11		
Human resources services		47		
Total Chief exec, deputy chief exec & sec/HR		58	64	91%
Unclassified - no area indicated		95		
Total Herefordshire Council		1050	2115	50%

Charts of results

The following pages summarise the results of sections 1 to 3 of the survey presenting them as charts in the order that they appeared in the questionnaire. The percentages are expressed as proportions of the 1,050 people who responded to the survey and are rounded to the nearest integer.

Section 1 – Views about the Council



Frequency of Team meetings

1.19 How often do you have team meetings? 3% 21% 66% 9%

Never Less often than monthly Between weekly and monthly At least weekly

Community Strategy

1.20 Have you read the Herefordshire
Community Strategy? 51% 16% 32%

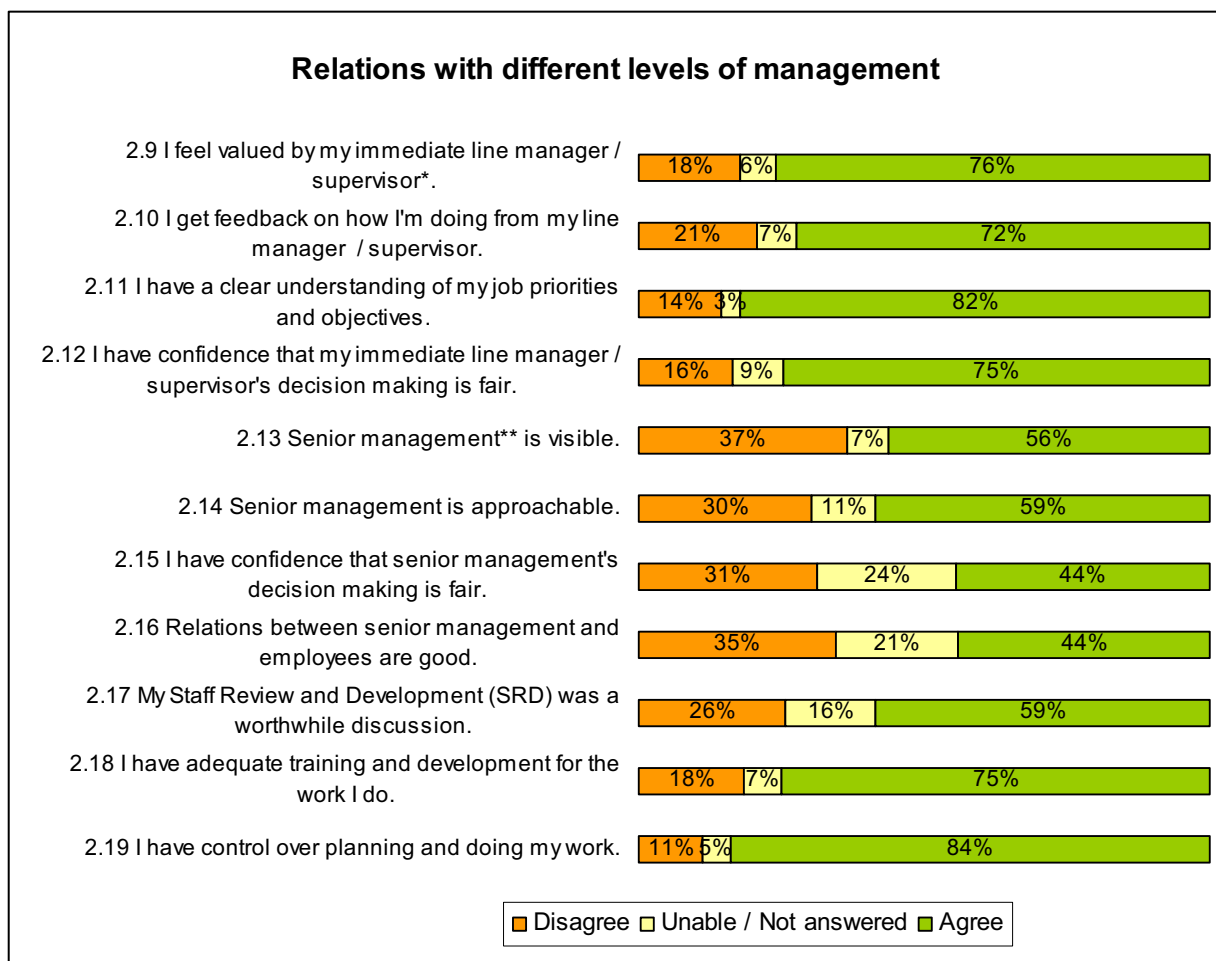
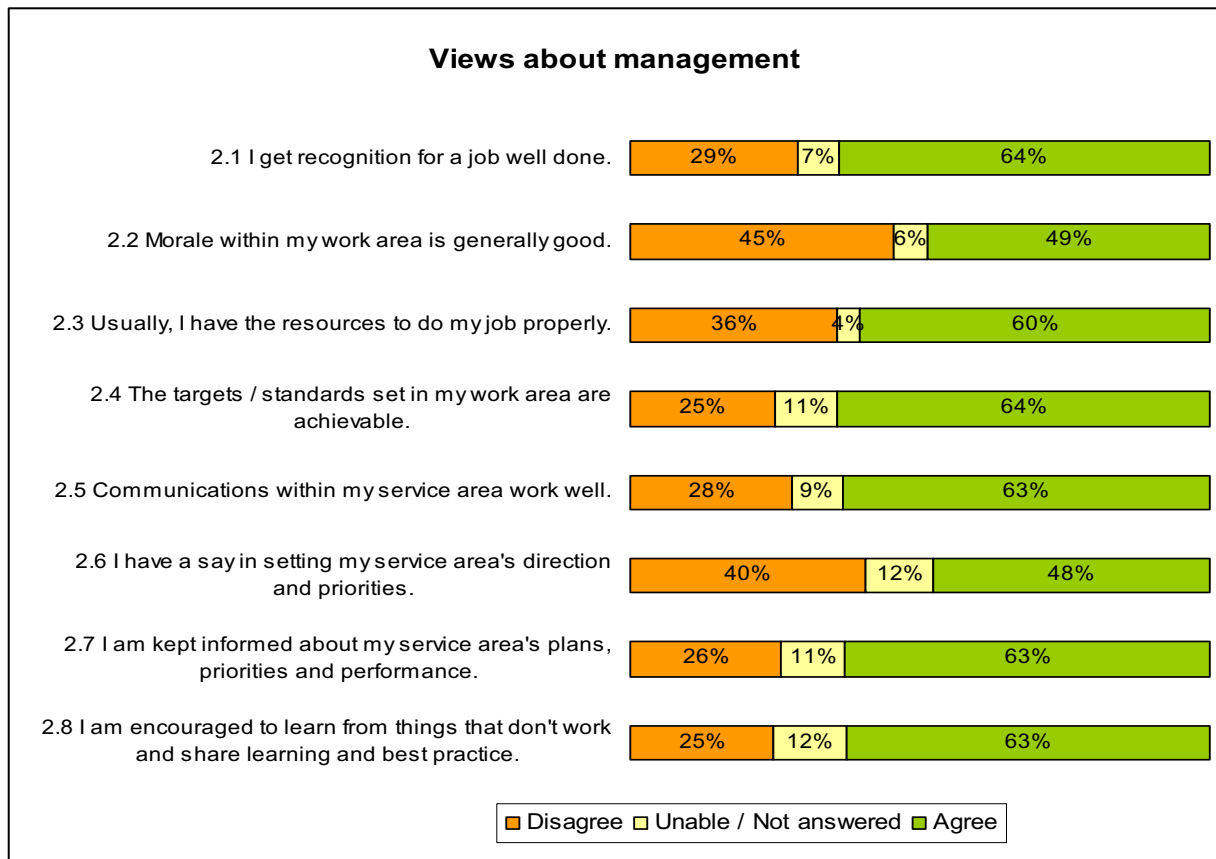
No Don't Know Yes

Awareness of Herefordshire Partnership

1.21 Do you know enough about the
Herefordshire Partnership? 16% 47% 34%

I am not interested in the Partnership No, I could do with more information Yes, I know enough

Section 2: Views about management



Section 3: Views on the culture with the council

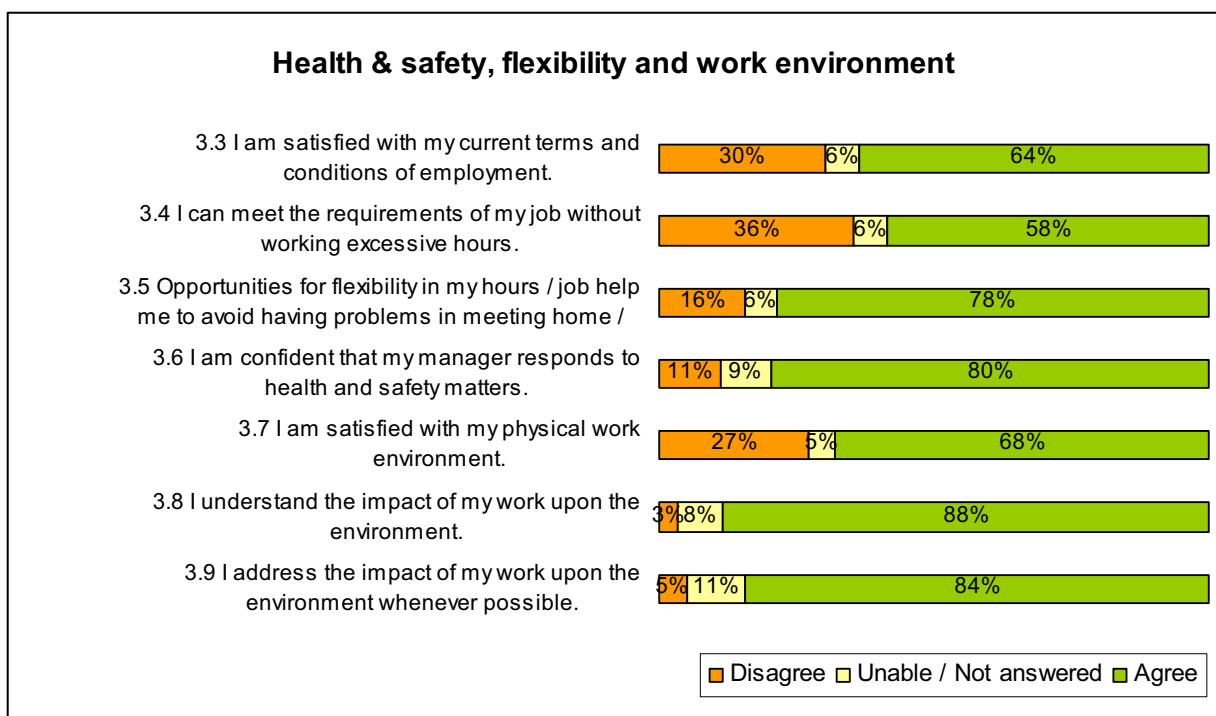
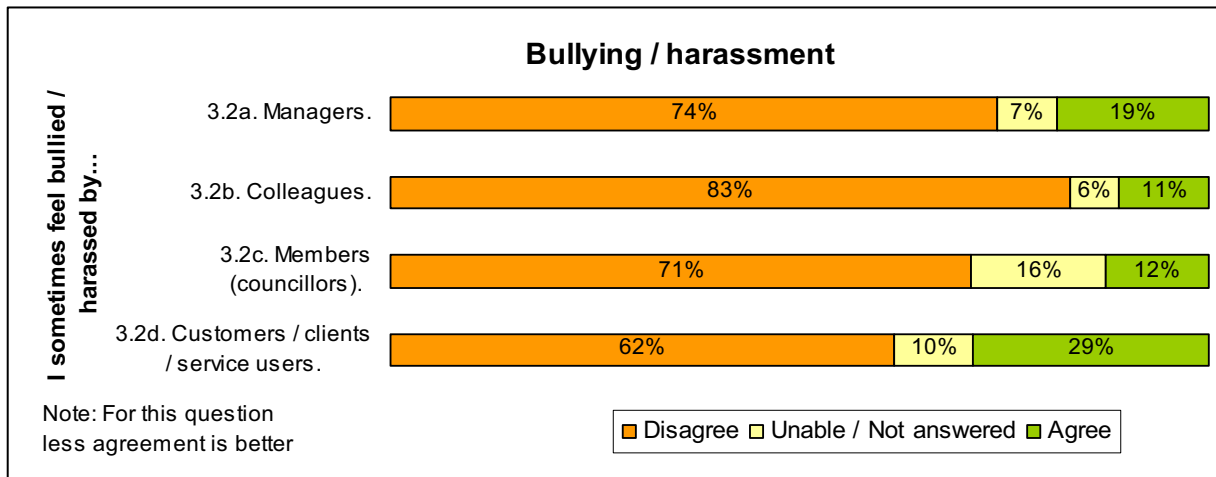
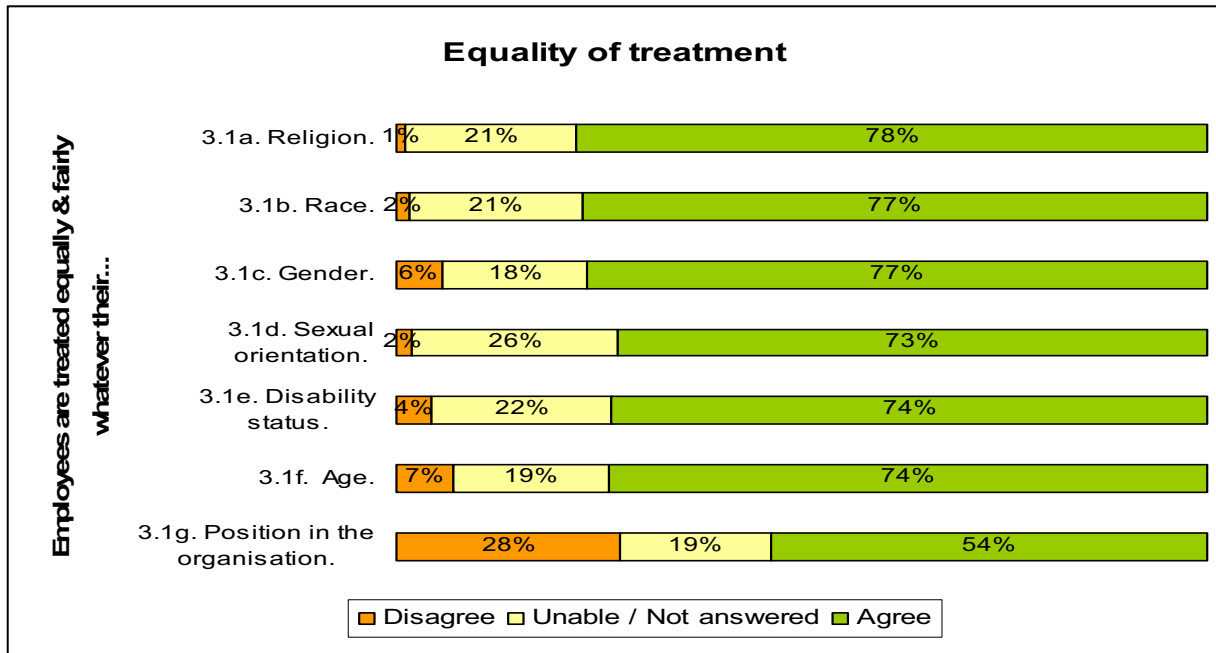


Table of results

The following pages summarise the results of the survey and presents them as they appeared in the questionnaire. The percentages are expressed as proportions of the 1,050 people who responded to the survey and are rounded to the nearest integer.

Note that when 5 or fewer people selected an option, this will therefore be presented as 0%.

"What's your view?" - 2008

Section 1 - Your views about Herefordshire Council

	<i>Strongly Agree</i>	<i>Agree</i>	<i>Disagree</i>	<i>Strongly Disagree</i>	<i>Unable to Agree or Disagree</i>
1.1 Herefordshire Council is good to work for.	6%	67%	14%	4%	9%
1.2 I speak highly of the council to others outside.	4%	47%	24%	5%	18%
1.3 The council is open, honest and accountable to all its customers.	2%	40%	27%	7%	21%
1.4 The council takes into account the views and diverse needs of its customers.	3%	54%	19%	4%	17%
1.5 Generally, plans, policies and processes are understandable.	1%	48%	31%	8%	10%
1.6 Opportunities for development within the council are good.	4%	45%	28%	9%	12%
1.7 I intend still to be working for Herefordshire Council in 12 months' time.	16%	52%	9%	5%	16%
1.8 I believe that action will be taken on problems identified in this survey.	3%	32%	28%	14%	22%
1.9 There is good understanding and co-operation between different directorates / departments.	1%	23%	46%	14%	15%
1.10 I am kept informed about the council's plans, priorities and performance.	3%	63%	18%	6%	9%
1.11 I am kept informed about the development of Herefordshire Public Services (the partnership between the pct and the council).	2%	64%	17%	4%	11%
1.12 Communication is improving at the council.	3%	47%	24%	7%	18%
	<i>Often</i>	<i>Sometimes</i>	<i>Seldom</i>	<i>Never / Almost Never</i>	
1.13 I receive information about planned organisational change at an early stage.	15%	57%	20%	6%	
1.14 I am given enough information to enable me to understand why organisational change needs to happen.	16%	52%	23%	7%	
1.15 Managers communicate with employees regularly when going through change.	26%	47%	19%	6%	
1.16 I have the opportunity to comment and ask questions about organisational change before, during and after it has happened.	22%	43%	23%	10%	
1.17 My line manager/supervisor verbally delivers the Team Talk.	60%	19%	9%	10%	
1.18 My line manager/supervisor delivers Team Talk by email or memo.	33%	23%	12%	27%	
1.19 How often do you have team meetings?	9% <i>At least weekly</i>		66% <i>Between weekly and monthly</i>		21% <i>Less often than monthly</i>
					3% <i>Never</i>
1.20 Have you read the Herefordshire Community Strategy?	32% <i>Yes</i>		51% <i>No</i>		16% <i>Don't Know</i>
1.21 Do you know enough about the Herefordshire Partnership?	34% <i>Yes, I know enough</i>		47% <i>No, I could do with more information</i>		16% <i>I am not interested in the Partnership</i>

Section 2 - Your views about management

	<i>Strongly Agree</i>	<i>Agree</i>	<i>Disagree</i>	<i>Strongly Disagree</i>	<i>Unable to Agree or Disagree</i>
2.1 I get recognition for a job well done.	14%	50%	21%	8%	6%
2.2 Morale within my work area is generally good.	9%	40%	28%	18%	5%
2.3 Usually, I have the resources to do my job properly.	6%	54%	24%	11%	3%
2.4 The targets / standards set in my work area are achievable.	7%	57%	19%	6%	9%
2.5 Communications within my service area work well.	8%	55%	21%	7%	7%
2.6 I have a say in setting my service area's direction and priorities.	8%	40%	30%	10%	10%
2.7 I am kept informed about my service area's plans, priorities and performance.	9%	54%	20%	6%	9%
2.8 I am encouraged to learn from things that don't work and share learning and best practice.	11%	52%	18%	6%	10%
2.9 I feel valued by my immediate line manager / supervisor*.	29%	47%	10%	8%	5%
2.10 I get feedback on how I'm doing from my line manager / supervisor.	23%	49%	15%	6%	6%
2.11 I have a clear understanding of my job priorities and objectives.	22%	60%	10%	4%	2%
2.12 I have confidence that my immediate line manager / supervisor's decision making is fair.	25%	50%	11%	5%	8%
2.13 Senior management** is visible.	12%	44%	23%	14%	6%
2.14 Senior management is approachable.	12%	46%	19%	11%	10%
2.15 I have confidence that senior management's decision making is fair.	8%	36%	19%	12%	22%
2.16 Relations between senior management and employees are good.	8%	36%	22%	13%	20%
2.17 My Staff Review and Development (SRD) was a worthwhile discussion.	12%	46%	18%	8%	14%
2.18 I have adequate training and development for the work I do.	14%	61%	14%	5%	6%
2.19 I have control over planning and doing my work.	23%	61%	8%	3%	4%

* If you have both a manager and supervisor, you should consider the question as relating to the person who is responsible for your work on a day to day basis.

** Senior management refers to your own manager's manager and the levels above.

Section 3 - Your views on the culture within Herefordshire Council

3.1 Employees are treated equally and fairly whatever their:

	<i>Strongly Agree</i>	<i>Agree</i>	<i>Disagree</i>	<i>Strongly Disagree</i>	<i>Unable to Agree or Disagree</i>
a. Religion.	25%	53%	1%	0%	19%
b. Race.	25%	53%	1%	0%	19%
c. Gender.	24%	53%	5%	1%	15%
d. Sexual orientation.	24%	49%	2%	0%	23%
e. Disability status.	23%	51%	4%	1%	20%
f. Age.	22%	52%	6%	1%	17%
g. Position in the organisation.	14%	39%	22%	6%	16%

3.2 I sometimes feel bullied / harassed by:

a. Managers.	4%	15%	45%	30%	5%
b. Colleagues.	2%	9%	49%	34%	4%
c. Members (councillors).	1%	11%	44%	27%	14%
d. Customers / clients / service users.	4%	24%	41%	21%	7%

	<i>Strongly Agree</i>	<i>Agree</i>	<i>Disagree</i>	<i>Strongly Disagree</i>	<i>Unable to Agree or Disagree</i>
3.3 I am satisfied with my current terms and conditions of employment.	7%	57%	23%	8%	5%
3.4 I can meet the requirements of my job without working excessive hours.	4%	54%	23%	12%	5%
3.5 Opportunities for flexibility in my hours / job help me to avoid having problems in meeting home / work commitments.	19%	60%	11%	4%	4%
3.6 I am confident that my manager responds to health and safety matters.	16%	64%	8%	3%	8%
3.7 I am satisfied with my physical work environment.	12%	56%	18%	10%	4%
3.8 I understand the impact of my work upon the environment.	14%	74%	2%	1%	7%
3.9 I address the impact of my work upon the environment whenever possible.	14%	70%	3%	2%	9%

Section 4 - Travel Patterns

4.1 In a typical week, which best describes the pattern of where you work?

(A mix implies at least half a day)

- | | |
|--|--|
| 59% <i>At one work location</i> | 21% <i>A mix of several locations</i> |
| 0% <i>At home</i> | 3% <i>A mix of home and one work location</i> |
| 8% <i>Out visiting clients or facilities</i> | 3% <i>A mix of home and several work locations</i> |
| 5% <i>Other, please specify below</i> | |
| 5% <i>of the respondents specified other reasons</i> | |

4.2 If you never work from home, why not? (Tick all that apply)

- | | |
|--|---|
| 18% <i>Not applicable - I sometimes work from home</i> | 33% <i>Type of work not suitable</i> |
| 8% <i>Prefer the office/base environment</i> | 4% <i>Home environment not suitable</i> |
| 30% <i>IT provision not available</i> | 6% <i>Never thought about it</i> |
| 9% <i>Other, please specify below</i> | 2% <i>Doesn't suit me</i> |
| 10% <i>of the respondents specified other reasons</i> | |

4.3 Do you work flexi time? 74% Yes 24% No

4.4 Do you take off FULL days either as flexi time or as time off in lieu? 61% Yes 32% No

52% of the respondents specified figures

4.5 Approximately how far do you typically travel to work (one way) ?

- | | | | |
|----------------------------|----------------------------|-------------------------|---|
| 9% <i>Less than 1 mile</i> | 17% <i>1 up to 2 miles</i> | 26% <i>2 - 5 miles</i> | 11% <i>6 - 10 miles</i> |
| 28% <i>11 - 25 miles</i> | 7% <i>26 - 50 miles</i> | 1% <i>Over 50 miles</i> | 1% <i>N/A - no specific place of work</i> |

4.6 If you sometimes drive to work, what are the main reasons for doing so?

(Please indicate up to THREE reasons.)

- | | |
|--|--|
| 14% <i>Not applicable - I do not drive to work</i> | 45% <i>Need the car for work during the day</i> |
| 34% <i>Too far to walk or cycle</i> | 20% <i>Car quicker/more reliable than public transport</i> |
| 25% <i>No suitable public transport available</i> | 7% <i>Car cheaper than public transport</i> |
| 12% <i>Drop off/collect a child at school on the way</i> | 18% <i>Carrying things (Files, equipment etc.)</i> |
| 4% <i>Personal safety</i> | 9% <i>Other reasons</i> |
| 22% <i>Need the flexibility to leave when I want to</i> | |

4.7 Would you be prepared to car share when commuting to and from work?

(Car sharing is when 2 or more commuters travel in the same car together.)

- | | | | |
|---------------------------|----------------|---------------|----------------------|
| a. As a driver? | 36% <i>Yes</i> | 45% <i>No</i> | 7% <i>Already do</i> |
| b. As a passenger? | 32% <i>Yes</i> | 49% <i>No</i> | 7% <i>Already do</i> |

4.8 Are you registered on the TWOSHARE database? 9% Yes 84% No 4% Don't know

4.9 Do you car share when going to meetings?

- | | | | |
|--------------------|----------------------|------------------|---------------------------|
| 35% <i>Usually</i> | 40% <i>Sometimes</i> | 6% <i>Seldom</i> | 17% <i>Not applicable</i> |
|--------------------|----------------------|------------------|---------------------------|

Note: 0% indicates 5 or fewer responses

4.10 How often have you used a pool bike in the last 12 months?

89% Never	2% Once	3% 2-5 times
1% 6-10 times	1% 11-20 times	2% over 20 times

4.11 We are interested to know how you normally travel to work for the MAIN part of your journey. Think about your last TYPICAL working week and the journeys you made each day. Then look at each column below and tick the box that best describes how you travelled for the MAIN part of that journey. For example, if on the first day of your working week (Monday for most people), you travelled by bus for the main part of your journey to work, then tick the BUS row in the "Day 1 to work" column.

	Day 1 to work	Day 1 from work	Day 2 to work	Day 2 from work	Day 3 to work	Day 3 from work	Day 4 to work	Day 4 from work	Day 5 to work	Day 5 from work
Car on my own	58%	58%	54%	54%	55%	55%	54%	54%	52%	52%
My car with others at the Council	3%	2%	3%	2%	3%	3%	2%	1%	2%	2%
My car with others NOT at the Council (in dropping off children etc)	8%	6%	8%	7%	7%	6%	6%	6%	7%	7%
Passenger in Council employee's car	2%	1%	2%	1%	2%	1%	2%	1%	1%	1%
Passenger in other car	2%	3%	3%	3%	3%	3%	3%	3%	3%	3%
Walk	10%	10%	11%	11%	11%	12%	11%	11%	10%	10%
Cycle	6%	6%	6%	6%	6%	6%	6%	6%	5%	5%
Motorbike/scooter	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Bus	3%	3%	3%	4%	3%	3%	3%	3%	2%	3%
Train	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%
Worked at home	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%
By car to other destination	1%	2%	2%	2%	1%	1%	1%	2%	1%	1%
By public transport to other destination	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
On leave	1%	1%	0%	0%	1%	1%	1%	1%	2%	2%

Section 5 - About You

Your gender: 30% Male 66% Female

Your age: 5% Up to 24 20% 25 to 34 24% 35 to 44 28% 45 to 54 12% 55 to 59 5% 60 or over

What is your current salary range for a 37 hour week?

26% Up to £16,000 pa (up to £8.29 p/h) 44% Between £16,000- £28,500 pa (£8.29- £14.77 p/h) 20% Over £28,500 pa (over £14.77 p/h)

Do you have a disability, long term limiting illness or health problem (12 months or more) which limits daily activities or the work you can do? 6% Yes 78% No

Your sexual orientation (please tick one only):

78% Heterosexual 1% Bisexual 1% Gay 1% Lesbian 11% Prefer not to say

Your religion/belief (please tick one only):

58% Christian 0% Muslim 0% Jewish 0% Hindu
0% Sikh 1% Buddhist 29% None 2% Other (please specify):

Your ethnicity (please tick one only):

89% White British 0% Black British
2% White other, please specify 0% Black other, please specify
1% of the respondents specified 0% of the respondents specified
0% Chinese British 0% Asian British
0% Chinese other, please specify 0% Asian other, please specify
0% of the respondents specified 0% of the respondents specified
0% Mixed British 0% Any other background, please specify
0% Mixed other, please specify 0% of the respondents specified
0% of the respondents specified

What best describes your normal pattern of work? (You may need to tick more than one box)

71% Full time 23% Part time 2% Job share 1% Other

What is the nature of your contract of employment?

87% Permanent 3% Temporary 2% Casual / Relief 4% Fixed term contract

How long have you worked at Herefordshire Council, or its predecessors?

11% Under 1 year 11% 1 up to 2 years 25% 2 up to 5 years 23% 5 up to 10 years 26% Over 10 years

In which section do you currently work?

Please tick the one box that best reflects the current organisation. If unsure please ask your manager. If you have more than one job within Herefordshire Council please complete this form based on what you consider to be your main job. If you are on secondment please complete this for the job to which you are seconded.

Children's services directorate

- 8% *Inclusion and improvement*
- 6% *Safeguarding and vulnerable*
- 1% *Central policy and performance and development*
- 0% *Community operations*

Resources directorate

- 1% *Audit services*
- 3% *Asset management and property services*
- 4% *Financial services*
- 5% *Benefits and exchequer*

Chief executive and assistant chief executive (human resources)

- 1% *Chief exec, deputy chief executive, directors & their secretariats*
- 4% *Human resources services*

Deputy chief executive and assistant chief executive (legal)

- 3% *Herefordshire partnership support team, communications, emergency planning, policy & performance*
- 4% *ICT services*
- 4% *Legal and democratic services*
- 4% *Customer services (Info, MRU, archives)*
- 1% *Corporate programmes, Herefordshire Connects*

Adult social care directorate

- 3% *Learning disability services*
- 1% *Mental health services*
- 7% *Older people services, physical disabilities services*
- 2% *Commissioning, safeguarding, performance and records management*

Environment and culture directorate

- 5% *Environmental health and trading standards, waste*
- 1% *Support services*
- 2% *Highways*
- 6% *Cultural services*
- 1% *Parks and countryside*

Regeneration directorate

- 4% *Economic and community development, lifelong learning, community safety, DST*
- 2% *Strategic housing*
- 7% *Planning services, transportation*

Section 6 - Your general comments

Please use this space for comments on this survey or on any issues connected with your employment with Herefordshire council.

28% of the respondents have given comments.

Thank you for completing this questionnaire.

LOCAL DEVELOPMENT SCHEME

PORTFOLIO RESPONSIBILITY: ENVIRONMENT AND STRATEGIC HOUSING

CABINET

22 JANUARY 2009

Wards Affected

County wide.

Purpose

To seek approval of the revised Local Development Scheme.

Key Decision

This is not a key decision.

Recommendation

THAT the revised Local Development Scheme be approved and have effect from 28 February 2009.

Reasons

- 1 To ensure that the Council's Local Development Scheme, a statutory requirement of the Planning and Compulsory Purchase Act 2004, is up to date.

Considerations

- 2 The Planning and Compulsory Purchase Act 2004 introduced a new system of development planning, known as the Local Development Framework. One of the requirements placed on local planning authorities is to publish a statement of how their forward planning work will be organised over a three year period – known as the Local Development Scheme. The Scheme must be revised as necessary.
- 3 Cabinet considered the first Scheme in 2004 and since then there has been a programme of annual reviews, linked to completion of the Annual Monitoring Report. Both the Scheme and the Annual Monitoring report are approved by Cabinet, prior to submission to Government Office. Planning Committee received a report on this year's Annual Monitoring Report prior to Cabinet considering it at the meeting on 18th December 2008. Planning Committee have also received a report on the revised Local Development Scheme at their meeting on 9th January 2009 and their comments and recommendation will be reported verbally.
- 4 The revised Scheme (copy attached) has been prepared to reflect the following factors:

Further information on the subject of this report is available from
Peter Yates, Planning Policy Manager on 01432 261952

- The need to roll the Scheme forward a year and include revised proposals for local development documents, taking account of advice from Government Office (GO) and the Planning Inspectorate (PINS) as experience of implementing the new system is accrued;
 - The adoption of the UDP in March 2007, and the need to “Save” those policies which will need to continue in effect until the new Local Development Framework is completed;
 - The need to address the emerging provisions in the current Phase 2 review of the Regional Spatial Strategy (RSS), notably new housing development for the period up to 2026, responding to the higher level of house building required by Government. There is also continuing recognition in the RSS of the role of Hereford as a “settlement of significant development” (replacing the previous designation of Hereford in the RSS as one of five sub-regional foci for development);
 - The need to take forward the partnership for growth with Government set out in the identification of Hereford as a ‘New Growth Point’, by addressing the delivery of housing growth in and around the City. The levels of growth will be confirmed through the current RSS review process;
 - Changes brought about by the revised Local Development Regulations (in June 2008) and the new Planning Act 2008 (in November 2008) especially with regard to the revised status of Supplementary Planning Guidance (which no longer forms part of the Local Development Scheme), the potential introduction of the Community Infrastructure Levy and new statutory requirements regarding good design and policies to combat climate change;
 - The increased emphasis being placed by Government Office for the West Midlands and Planning Inspectorate on the development of a “sound” evidence base to underpin the LDF. Considerable work is underway across a range of topics in this regard, and this must be completed or progressed to certain stages in order to support the development of various LDF policy documents.
- 5 It should be noted that preparation of this year’s Local Development Scheme has had to be held back to allow for the legislative changes in the Planning Act 2008, which received Royal Assent in the last week of November 2008.
- 6 The revised Scheme includes the following principal amendments:
- The Scheme now provides for just three Development Plan Documents: the Core Strategy, a Hereford Area Plan and a Market Towns and Rural Areas Plan;
 - The Core Strategy is moving forward following the “Developing Options” consultation in the summer of 2008, with a view to preparing the submission document during 2009/10. Its timetable has had to be revised to take account of the delay to the Regional Spatial Strategy – which will not reach Examination in Public stage until April to June 2009 and will not be adopted before mid 2010;

- A Hereford Area Plan will be required for Hereford and its immediate environs, taking forward the City's Growth Point status and RSS proposals for the City in an integrated manner and including the delivery of housing, employment and retail growth in a balanced fashion. It is intended to bring this forward for adoption following the adoption of the Core Strategy;
- An equivalent allocations document will be required for the rest of the County and therefore a Market Towns and Rural Areas Plan is also proposed. This will be the third Development Plan Document in the sequence, to be adopted after the Core Strategy and the Hereford Area Plan thereby recognising the needs created by the focus of growth on Hereford.
- In the light of the above the proposed target dates for adoption of the three Development Plan Documents are as follows:
 - i. Core Strategy – target adoption date 2011
 - ii. Hereford Area Plan – target adoption date 2012
 - iii. Market Towns and Rural Areas Plan – target adoption date 2013
- Following the Planning Act 2008, SPDs are no longer included in the Local Development Scheme. This does not mean that all work on SPDs will cease. Indeed it is proposed that a new Supplementary Planning Document is introduced (currently with the working title of a Design Code for Herefordshire) to update the former Development Requirements SPG and bring it up to date with the latest guidance on climate change, design and the relationship to Parish Plans and Village Design Statements. It is also anticipated that, once the associated regulations have been published, work can also commence on a Community Infrastructure Levy Charging Schedule with the intention that it be adopted as soon as possible after the Core Strategy is adopted in 2011.

7 As work on establishing the Local Development Framework is underway, the UDP will continue to provide an overall policy framework. It will be necessary to apply to Government Office to allow relevant UDP policies to be 'saved' beyond March 2010 (when the three year transitional period expires), where these are needed to enable effective planning control and have not yet been superseded by elements of the new system. Work on the saved policies will commence in the summer of 2009.

8 Following approval by Cabinet, the revised Scheme must be submitted to Government Office with a four week period for comment before it can come into effect. The date for the Scheme coming into effect included in the recommendation is subject to possible variations arising from this process.

Financial implications

9 The work programme set out in the Scheme is based on in house resources and the availability of external funding for the Local Development Framework (LDF) via Growth Point and the new Housing and Planning Delivery Grant from 2008/9 onwards.

Risk Management

- 10 Maintenance of the Local Development Scheme is a statutory requirement. The various risk factors to achieving the Scheme's programme are:
- The availability of staff resources;
 - Funding being available to support the timely and necessary development of the evidence base;
 - The extent to which national and regional housing requirements are subject to change as the RSS review process continues;
 - Linked to this, the RSS review proceeding to timetable;
 - Continued changes to secondary legislation following the Planning Act 2008.

Alternative Options

- 11 There are no alternative options, preparation of the Local Development Scheme being a statutory requirement.

Consultees

- 12 Government Office for the West Midlands

Appendices

Appendix 1 – Revised Local Development Scheme

Background Papers

Planning Policy Statement 12: Local Development Frameworks



Herefordshire Council

LOCAL DEVELOPMENT SCHEME

Fourth Review · **January 2009**

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1. Introduction

The Local Development Scheme

This is the Council's Local Development Scheme - a guide to the documents setting out the Council's planning policies.

The Scheme lists existing planning policy documents and explains how the Council will organise and manage its forward planning work over the next three years as it continues to establish a Local Development Framework for Herefordshire.

This edition of the Scheme replaces that published in January 2008. Following the adoption of the Unitary Development Plan in March 2007, the new Scheme reflects the need to respond at the local level to proposals for housing and other growth in the County arising from the Regional Spatial Strategy. These emerging proposals also reflect the Council's continuing participation in the New Growth Point programme, comprising a partnership with Government to ensure the delivery of sustainable growth.

The Scheme will be kept up to date through regular reviews as these are required and to maintain a three year forward programme.

What's in the Scheme

In the Scheme you will find:

- A section explaining some of the terms used in the Local Development Framework system (section 2);
- A section setting out all the documents which form or will form part of the Local Development Framework in the period covered by this Scheme (section 3). The Scheme includes a schedule and profiles setting out the main stages in the preparation of the set of documents which will, together, form the Local Development Framework and replace the Unitary Development Plan;
- A section dealing with Supplementary Planning Guidance, explaining how this will relate to the Development Plan Documents (section 4); and
- A supporting statement, which explains how all these documents work together and how the Council will manage their preparation (section 5).

National, regional and local contexts

The Council's planning policies have been developed within a well-established context at national, regional and local levels.

At national level, the Government's Planning Policy Statements set out policies on key land use matters. The Planning Act 2008 has made significant changes to the arrangements for Local Development Schemes. In particular Supplementary Planning Documents no longer form part of the formal Local Development Scheme whereas, in order to use the new facility of the Community Infrastructure Levy, a Charging Schedule must be included. Various commencement orders for the Act are expected at the beginning of 2009 which will define what work can be done based on the new Act.

At regional level, the Regional Spatial Strategy (RSS) was published as Regional Planning Guidance for the West Midlands (RPG11) in June 2004. The RSS forms part of the statutory Development Plan and initially covered the period to 2021. The RSS is undergoing a phased series of reviews and Phase 2 of the review, which includes housing, employment, centres, transport and waste aspects extends the plan period to 2026. The Phase 2 proposals will be the subject of an Examination in Public in April and May 2009 and form an essential context for Herefordshire's Local Development Framework.

Other regional policy documents, such as the Regional Housing and Economic Strategies, have spatial dimensions and will need to be taken into account. The Regional Economic

Strategy is also under review. The Regional Sustainable Development Framework provides an overall context for the consideration of sustainability issues in plan making.

At local level, the Council's spatial planning policies in the Local Development Framework are being aligned with the priorities set out in the Herefordshire Community Strategy. Joint working through a task group comprising senior Council Members and Partnership representatives ensures an integrated approach. The Local Area Agreement was launched in October 2008 and provides the delivery plan for these strategies. The Local Development Framework has an important role to play in achieving the spatial elements of the outcomes defined in the Agreement.

The Local Development Framework must also reflect and integrate with other local plans and strategies including the Local Transport Plan and the Economic Development and Housing Strategies.

2. The Local Development Framework

This section is a brief guide to some of the main terms used in this Scheme.

The Local Development Framework (LDF) provides for the Council to prepare a series of Local Development Documents (LDDs).

There are several types of LDDs. The most important are Development Plan Documents (DPDs), with a key role in the determination of planning applications. Supplementary Planning Documents (SPDs) are no longer required to be in the Local Development Scheme but draft proposals for the likely programme of SPDs is included in Section 4 below for information. They offer further detail in support of DPD policies and proposals. Finally, there is the Statement of Community Involvement (SCI), which sets out how the Council will involve the community.

These and other terms are explained below.

AMR	Annual Monitoring Report	The Council's annual report to Government on progress in preparing the documents set out in the LDS, and on how far planning policies are being achieved.
CIL	Community Infrastructure Levy	A new provision brought in by the Planning Act 2008 which sits alongside Planning Obligation Agreements and enables development land value to be invested in infrastructure necessary to implement the Core Strategy
CIL – CS	Community Infrastructure Levy - Charging Schedule	The Charging Schedule sets out the basis and amount of CIL and is a document in the LDF although it is not a Development Plan Document as such.
HRA	Habitats Regulations Assessment	An assessment undertaken in accordance with European legislation to assess the impacts of a plan or policy on designated sites of ecological interest.
LDF	Local Development Framework	A portfolio of LDDs which collectively set out the spatial strategy for the Council's area, balancing land use pressures arising from economic, social and environmental demands.
LDD	Local Development Document	DPDs, SPDs and the SCI are all Local Development Documents, collectively forming the LDF.
LDS	Local Development Scheme	The Scheme sets out a 3 year programme for preparing DPDs.
PP	Parish Plans	These are not formally part of the Local Development Framework but are, none-the-less important to the Sustainable Community Strategy and may include issues common to both the SCS and the LDF. Where appropriate SPDs will refer to them.
RSS	Regional Spatial Strategy	Provides a spatial framework to inform the preparation of LDDs and Local Transport Plans by local authorities, and of other strategies and programmes that have a bearing on land use, in order to deliver a coherent framework for regional development.
SA	Sustainability Appraisal	An assessment of the economic, social and environmental impacts of the policies and proposals in DPDs.

SCI	Statement of Community Involvement	Explains to local communities and other stakeholders how and when they will be involved in the preparation of LDDs. Herefordshire's SCI was adopted in 2007.
SCS	Sustainable Community Strategy	Drawn up by local partnerships to show how local areas will address social, economic and environmental issues. The Herefordshire Community Strategy was published in June 2006 and re-launched as a Sustainable Community Strategy in 2008.
SEA	Strategic Environmental Assessment	An assessment of the environmental impacts of the policies and proposals in DPDs.
SPD	Supplementary Planning Document	These give more detail about the policies and proposals in DPDs. Following the Planning Act 2008 they are no longer Development Plan Documents but they are included in the Local Development Framework.
SPG	Supplementary Planning Guidance	These were previously prepared to offer more detailed guidance to the Unitary Development Plan. The remaining SPGs will be superseded by SPDs as the Local Development Framework system is progressed.
VDS	Village Design Statements	These have the same status as Parish Plans but tend to be focussed on local design issues – and can therefore be influential in “Place shaping” at the local level.

3. Local Development Documents

Herefordshire Unitary Development Plan

The Herefordshire Unitary Development Plan (UDP) was adopted in March 2007. The UDP was prepared to ensure consistency with Government Planning Policy Statements. The Plan was also consistent with the Regional Spatial Strategy (RSS) for the period up to 2011 (the end date of the UDP). This particularly applies to the provision of housing overall and the Plan's housing strategy; to the Plan's employment policies, intended to help achieve rural renaissance, and to plan housing, city centre and transport proposals designed to support and reflect Hereford's role within the Strategy. Similarly the Plan's general policies on matters such as design, transport and the environment reflect principles set out in the Strategy. Throughout, the UDP has a strong emphasis on the delivery of sustainable development in the County, reflecting both the RSS and the Community Strategy for Herefordshire.

"Saved" Policies

The UDP has the status of a Development Plan Document. It will be operative as part of the Framework for a three year period from the date of adoption. After the three year period expires in March 2010 only the policies which have been formally "Saved" will continue in effect. During 2009 the formal process of identifying the Saved Policies will take place, taking into account the close links that exist between UDP policies, the RSS and the Sustainable Community Strategy, and the need to ensure effective planning control while successor documents to the UDP are put in place.

Progress on Local Development Documents

A full review of progress over the last year is included within the Annual Monitoring Report for 2007/08. In summary:

- The Core Strategy "Developing Options" consultation took place from June to August 2008 and elicited nearly 1,000 responses from stakeholders around the County.
- Supplementary Planning Documents for Polytunnels Development and for the Model Farm development in Ross were adopted.
- The Annual Monitoring Statement for 2007/08 was prepared and submitted.
- The Growth Point bid for funds was renewed
- The Strategic Housing Land Availability Assessment commenced with the initial study published in 2008.
- Continuing work took place to establish the evidence base of the next generation of DPDs

Following changes in the Local Development Regulations (in June 2008) and the Planning Act 2008 (which received Royal Assent at the end of November 2008) revised arrangements will come into effect for Development Planning work. Thus the statutory elements of the Local Development Scheme for 2009 will comprise of the following documents:

1. The Core Strategy
2. The Hereford Area Plan (to include specific allocations for Hereford in its role as a Settlement of Significant Development)
3. A Market Towns and Rural Areas Plan (to include specific allocations for the County outside Hereford and its immediate environs).

The **Core Strategy** will be accompanied by a **key diagram** to indicate general locations for the principal proposals. The other two Plans will include specific allocations and will each be

accompanied by relevant proposals map which has its own status as part of the development plan. The three documents together will deal with the Place Shaping concept. The Core Strategy will deal with Place Shaping at the strategic level, explaining how the County as a whole is expected to be developed up to 2026. The two allocations documents described below will do so at the local level (particularly by defining the detailed allocations of the plan).

Hereford Area Plan. This will give effect to Hereford's status as a New Growth Point, and address the emerging RSS phase 2 review proposals for Hereford as a Settlement of Significant Development. Because the RSS provides specific guidance in terms of the balanced growth requirements at Hereford, a start can be made on this document whilst the Core Strategy is still in preparation. Its early preparation will confirm the feasibility of delivering growth, whilst the area-wide approach will allow the implications of growth proposals in a historic market town setting to be assessed comprehensively, including the identification of the necessary infrastructure. The Plan will seek to ensure that growth is accommodated in a way which recognises, supports and shapes Hereford's 'sense of place'.

Market Towns and Rural Areas Plan. Outside Hereford, the key theme is "Rural Regeneration" and it is very important that the role of the Market Towns and their relationship with surrounding rural areas is developed in a manner consistent with the Sustainable Community Strategy. Consequently a DPD will be needed to set out spatial planning policies required for the market towns and the wider rural areas. Pending its preparation and adoption, the saved policies and proposals of the UDP will provide the basis for detailed planning control in these areas, together with the Core Strategy (once adopted), the RSS and national planning policies.

Documents Outside the Local Development Scheme

The change in the status of SPDs means that they are no longer part of the Local Development Scheme, however, they remain important elements of the Local Development Framework as a whole.

It is proposed that the SPG "Design and Development Requirements" 2004 is updated as a county-wide statement of design standards which are expected of development. This will enable the document to be updated in the light of the new requirements (pursuant to the Planning Act 2008) to give specific consideration to climate change and design quality, to reflect more recent planning practice, and to provide a link between the place shaping elements of Parish Plans/Village Design Statements and the Local Development Framework. In this way the Place Shaping agenda can be delivered at the strategic level by the Core Strategy, at community level by the two allocations DPDs, and at a site specific level in this new SPD. It will take the form of a "Design Code" and apply to the whole county.

Other SPDs concerning historic landscapes, and archaeology and development may also be progressed as resources allow.

The Community Infrastructure Levy Charging Schedule will also be progressed as a document within the Local Development Framework as part of the implementation programme for the Core Strategy.

Three year programme for Local Development Documents

The programme of forward planning work for the next three years from April 2009 comprises the following documents in the Local Development Scheme:

- Core Strategy
- Hereford Area Plan
- Market Towns and Rural Areas Plan

And the following other documents outside the Local Development Scheme

- Community Infrastructure Levy Charging Schedule

- Design Code for Herefordshire SPD
- Development Briefs as required for individual sites

The proposed timetable for the Development Plan Documents is set out in detail in the Schedule, Programme and Profiles on the subsequent pages of this document. The programme assumes that work on the Phase 2 review of the RSS, essential to establishing a strategic context for the Council's Core Strategy, proceeds to a conclusion during 2010.

The programme also takes account of the conformity requirements arising under the planning system, particularly in that the Core Strategy needs to be established ahead of other Development Plan Documents; and reflects the need to give priority to the development of the evidence base for the LDF in providing a sound foundation for Local Development Documents.

Proposals Map

The Proposals Map currently comprises the UDP Proposals Maps. The Map will be updated over time as new Local Development Documents are adopted.

Implementation Plan

A specific element of the three main DPDs identified above will be an Implementation Plan to explain how the key policies and proposals are expected to be delivered during the plan period(s).

Parish Plans and Village Design Statements

Parish Plans and Village Design Statements are not part of the Local Development Framework but are very important at a local level. Part of the purpose of the proposed Design Code for Herefordshire is to create a (non-statutory) chain of conformity between the Local Development Framework and Parish Plans and Village Design Guides.

Joint working

It is not envisaged that any formal joint working with other local planning authorities in the preparation of local development documents will be required. Liaison with the Brecon Beacons National Park Authority and Powys will continue in respect of cross boundary planning issues arising at Hay-on-Wye/Cusop. Due regard will be paid to emerging LDFs for adjoining authority areas and to the Wales Spatial Plan in drawing up local development documents.

Schedule of Local Development Documents to be Prepared

Document title	Status	Description	Chain of conformity	Key elements of Stakeholder Involvement	Last round of formal public consultations	Submission to Secretary of State	Adoption
Development Plan Documents which form part of the Local Development Scheme							
Core Strategy	Development Plan Document (DPD)	Sets out the vision and objectives for the LDF, together with the spatial strategy.	Must be in general conformity with the RSS	(Issues and Options – September 2007) (Developing Options: June – August 2008)	August – October 2009	June 2010	March 2011
Hereford Area Plan	Development Plan Document (DPD)	Sets out proposals for the delivery of sustainable housing and other growth at Hereford, including regeneration proposals within the urban area.	Core Strategy	Issues Consultation August – October 2009	September – October 2010	June 2011	March 2012
Market Towns and Rural Areas Plan	Development Plan Document (DPD)	Sets out proposals for the delivery of sustainable housing and other growth in the parts of the County outside Hereford with an emphasis on Rural Regeneration.	Core Strategy	Issues Consultation August – October 2010	September - October 2011	June 2012	March 2013
Documents outside the Local Development Scheme but part of the Local Development Framework							
Design Code for Herefordshire	Supplementary Planning Document (SPD)	Provides further planning guidance place shaping at the community level	Core Strategy	January – February 2010	August – September 2010	N/A	April 2011
Community Infrastructure Levy Charging Schedule	Implementation document for the Core Strategy	Provides clear guidance on securing the means to implement infrastructure projects necessary for the overall strategy	Core Strategy	June – July 2010	October – November 2010	N/A	April 2011

Programme for Development Plan Documents

	2009/10												2010/11												2011/12												2012/13											
	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M
Core Strategy																																																
Issues and Options consultation took place in September to October 2007																																																
Developing Options consultation took place in June to August 2008																																																
Programme from Submission onwards set out to be consistent with advice from Planning Inspectorate (June 2008)																																																
Preparation of key options																																																
Public participation on key options																																																
Preparation of submission DPD																																																
Publication of Submission Document																																																
Submission																																																
Pre-Examination meeting																																																
Examination																																																
Receipt of Report																																																
Adoption																																																
Hereford Area Plan																																																
Evidence gathering and option drafting																																																
Issues and Place Shaping consultation																																																
Preparation of key options																																																
Public participation on key options																																																
Preparation of submission DPD																																																
Publication of submission document																																																
Submission																																																
Pre-Examination meeting																																																
Examination																																																
Receipt of Report																																																
Adoption																																																

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Programme for Local Development Documents (continued)

	2009/10												2010/11												2011/12												2012/13											
	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M
Market Towns and Rural Areas Plan																																																
Evidence gathering and Option drafting	█			█			█			█			█			█			█			█			█			█			█			█			█			█			█			█		
Issues and Place Shaping consultation	█			█			█			█			█			█			█			█			█			█			█			█			█			█			█			█		
Preparation of key options	█			█			█			█			█			█			█			█			█			█			█			█			█			█			█			█		
Public participation on key options	█			█			█			█			█			█			█			█			█			█			█			█			█			█			█			█		
Preparation of submission DPD	█			█			█			█			█			█			█			█			█			█			█			█			█			█			█			█		
Publication of Submission Document	█			█			█			█			█			█			█			█			█			█			█			█			█			█			█			█		
Submission	█			█			█			█			█			█			█			█			█			█			█			█			█			█			█			█		
Pre-Examination meeting	█			█			█			█			█			█			█			█			█			█			█			█			█			█			█			█		
Examination	█			█			█			█			█			█			█			█			█			█			█			█			█			█			█			█		
Receipt of Report	█			█			█			█			█			█			█			█			█			█			█			█			█			█			█			█		
Adoption	█			█			█			█			█			█			█			█			█			█			█			█			█			█			█			█		

Development Plan Document profiles

Core Strategy

Document details

Role and subject	Sets out the vision and objectives for the Local Development Framework, together with a spatial strategy, illustrated on a key diagram, for the period up to 2026 (in line with the current review of the Regional Spatial Strategy).
Geographic coverage	County wide
Status	Development Plan Document
Chain of conformity	Must be in general conformity with the Regional Spatial Strategy

Timetable

Commencement and evidence gathering	September 2006 – August 2007 Evidence base subject to review and updating
Issues and options consultations	September – October 2007
Developing Options consultation	June – August 2008
Public consultation on key options	August – September 2009
Preparation of submission DPD	October 2009 – March 2010
Publication of Submission Document	April 2010
Submission	June 2010
Pre-Examination meeting	August 2010
Examination	October 2010
Receipt of Report	January 2011
Adoption	March 2011

Arrangements for production

Lead service	Forward Planning, Planning Services
Management arrangements	Council to approve Key Options consultation document; consider changes and approve submission DPD and to adopt, all following proposal by Executive.
Resources	In house resources and existing budgets supplemented by Housing and Planning Delivery Grant. Consultancy support in developing aspects of the evidence base.
Involving stakeholders and the community	As defined in the Statement of Community Involvement

Hereford Area Plan

Document details

Role and subject	Sets out proposals for the delivery of sustainable housing and other growth at Hereford, including regeneration proposals within the urban area and infrastructure requirements
Geographic coverage	Hereford and immediately adjoining parts of the County
Status	Development Plan Document
Chain of conformity	Core Strategy

Timetable

Commencement and evidence gathering	June 2008 – August 2009
Issues and options consultation	September – October 2009
Preparation of key options	November 2009 – August 2010
Public participation on key options	September – October 2010
Preparation of submission DPD	November 2010 – May 2011
Publication of Submission document	April 2011
Submission to Secretary of State	June 2011
Pre-Examination meeting	August 2011
Examination	October 2011
Receipt of Report	January 2012
Adoption	March 2012

Arrangements for production

Lead service	Forward Planning, Planning Services
Management arrangements	Council to approve Key Options consultation document; consider changes and approve submission DPD and to adopt, all following proposal by Executive.
Resources	In house resources and existing budgets supplemented by Planning Delivery Grant/Housing and Planning Delivery Grant.
Involving stakeholders and the community	As defined in the Statement of Community Involvement

Market Towns and Rural Areas Plan

Document details

Role and subject	Sets out proposals for the delivery of sustainable housing and other development in the County outside the immediate environment of Hereford, focussing on rural regeneration.
Geographic coverage	Whole of the County not covered by the Hereford Area Action Plan
Status	Development Plan Document
Chain of conformity	Core Strategy

Timetable

Commencement and evidence gathering	June 2009 to August 2010
Issues and options consultation	September – October 2010
Preparation of key options	November 2010 to August 2011
Public participation on key options	September to October 2011
Preparation of submission DPD	November 2011 to March 2012
Publication of Submission Document	April 2012
Submission to Secretary of State	June 2012
Pre-Examination meeting	August 2012
Examination	October 2012
Receipt of Report	January 2013
Adoption	March 2013

Arrangements for production

Lead service	Forward Planning, Planning Services
Management arrangements	Council to approve Key Options consultation document; consider changes and approve submission DPD and to adopt, all following proposal by Executive.
Resources	In house resources and existing budgets supplemented by Housing and Planning Delivery Grant.
Involving stakeholders and the community	As defined in the Statement of Community Involvement

4. Supplementary Planning Documents and Guidance

Supplementary Planning Guidance to the UDP

Supplementary Planning Guidance is no longer prepared under the arrangements for the Local Development Framework. However, there are a number of such documents which remain in use under the transitional arrangements, and which provide supplementary guidance to the UDP. These are:

- Design and development requirements SPG (until it is replaced by the Design Code for Herefordshire)
- Reuse and adaptation of rural buildings SPG
- Biodiversity SPG
- Landscape Character Assessment SPG

In addition, a number of local communities have brought forward Village Design Statements and Parish Plans, which have been adopted as interim SPG to the UDP:

Supplementary Planning Documents

Since 2004 Supplementary Planning Documents (SPD) have replaced Supplementary Planning Guidance (SPG) as a means of setting out the Council's planning policies at the level below that of adopted DPDs.. Notwithstanding their change in status since the Planning Act 2008 they remain Local Development Documents and are material planning considerations when considering proposals for development.

By December 2008 the following SPDs had been adopted and are in effect. They are available on the Council's website.

Title of SPD	Date of Adoption
Land at Former Whitecross School : Development Brief	June 2006
Land at Shobden : Development Brief	September 2006
Edgar Street Grid : Development Brief	November 2007
Planning Obligations	February 2008
Model Farm, Ross-on-Wye, Development Brief	October 2008
Polytunnels	December 2008

5. Supporting statement

How the Local Development Documents work together

The diagram overleaf illustrates how the various documents discussed in this Scheme will work together to provide a Local Development Framework for Herefordshire.

Evidence base

The Council has a sound basis of evidence to use in developing its Framework. Much of this has been built up and refined over a period of time, while in other subject areas specific studies have been commissioned and are underway. The evidence base comprises the following principle resources and technical studies:

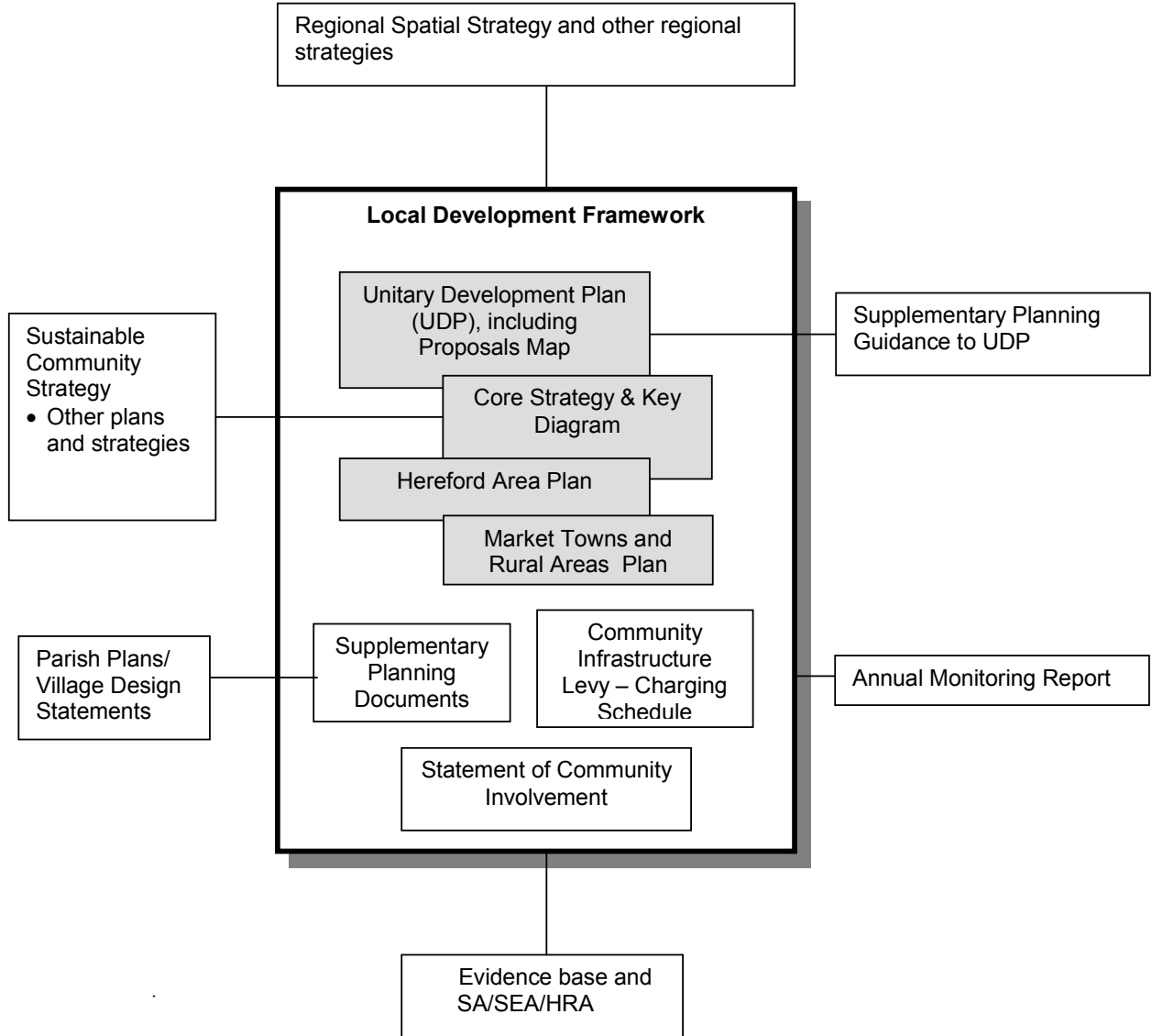
Title	Current edition	How the evidence base will be managed
Annual Monitoring Report (incorporates housing and employment land studies)	2007-2008 (submitted December 2008)	Annual review
Housing Needs Studies	County wide study 2005, followed up by studies for individual settlements as resources permit	Rolling programme of studies based on settlements
Strategic Housing Land Availability Assessment	Study in preparation	Monitored through annual housing land study and periodic review
Sub-regional Housing Market Assessment	Main Study complete – but further work anticipated in respect of viability (and related) issues - using consultants	Periodic review
Water Study, comprising assessment of water supply, treatment, infrastructure and flooding (PPG25 Strategic Flood Risk Assessment)	Strategic Flood Risk Assessment completed in 2008. Water Cycle Study in preparation using consultants	Periodic review
National Land Use Database (NLUD)	2006 submission to national database	Annual review
Employment Land Review	Study in preparation using consultants	Periodic review
Retail study (PPS6 Assessment)	Study in preparation using consultants – due for completion in 2009	Periodic review
Green Infrastructure Study	Study in preparation using consultants – expected study completion in 2009	To be developed into a Green Infrastructure Strategy (subject to Growth Point funding)
Open space study (PPG17)	Initial study completed – further work being developed to create a strategy – expect completion during 2009	Periodic review
Hereford Multi Modal Model Study - Transportation Assessment for Hereford and environs	Previous studies being reviewed and updated with new survey data from 2008.	To be completed during 2009.
Minerals and Waste Study	Consultants due to report by March 2009	Annual return to Regional Planning Body

Title	Current edition	How the evidence base will be managed
Gypsy and Traveller Accommodation Assessment	Study published in 2008. Latest revisions due to be published during 2009	Annual monitoring of planning decisions
Landscape Character Assessment and Urban Characterisation Assessment	Draft SPG published in 2004 to be undated, Urban Characterisation report due in 2009	Periodic review
Regional monitoring of offices, retail, hotels/leisure, minerals and waste	Regional Planning Guidance Annual Monitoring report, 2006	Annual return to Regional Planning Body

The evidence base is being further developed as part of continuing work on the Local Development Framework and further studies will be undertaken or commissioned as required. In particular, bids to Government have been made in October 2007 and September 2008 to access New Growth Point funding in a number of areas, addressing transportation, green infrastructure and other environmental issues raised. This source of funding will allow studies to go forward to assist with the delivery of sustainable housing growth, through the Hereford Area Plan in particular.

The evidence base feeds into and is supplemented by information collected for other Council and Herefordshire Partnership Strategies, including the Housing Strategy and the Economic Development Strategy.

The Local Development Framework for Herefordshire



Development Plan Documents



Local Development Documents

Sustainability appraisal, strategic environmental assessment and Habitats Regulations Assessment

Local Development Documents have to be prepared with a view to contributing to the achievement of sustainable development – the simple idea of seeking a better quality of life for everyone, now and for future generations. Planning authorities also have to meet the requirements of the European Union Directive on strategic environmental assessment (SEA). Sustainability appraisal (SA) is a systematic and iterative appraisal process, incorporating the requirements of the SEA Directive. The appraisal process has an important role to play in the production of Local Development Documents, ensuring that policies reflect sustainable development principles by providing information on the potential social, environmental and economic effects of policies.

To ensure that a consistent approach is taken to SA throughout the Local Development Framework process, the Council has prepared a General Scoping Report which defines an overall framework for sustainability appraisal. This will be used as a baseline in all subsequent appraisals to be conducted on Local Development Documents.

SA is an integral part of the production of DPDs. At specific stages in the process of producing these documents appraisal reports will be produced, for instance, to accompany the submission of DPDs to the Secretary of State.

In addition to SA and to meet the requirements of the European Habitats Directive, the Council will undertake a Habitats Regulations Assessment (HRA) of DPDs where it is determined that they are likely to have significant effects upon the conservation objectives of a site designated as a European site of nature conservation interest (Special Protection Areas) and Special Areas of Conservation. While recognising that SA and HRA are two distinctively separate processes, the Council will undertake them in conjunction with one another in accordance with Government guidance. In accordance with this guidance, outputs for HRA will be clearly distinguishable and reported on separately.

Delivering the Framework

The planning policies set out in the Local Development Framework will be delivered in many ways. The refusal or grant of planning permission, and the use of planning conditions and obligations, will remain one of the most important means by which the Council's planning policies are implemented. However the emphasis on a spatial planning approach - which seeks to reconcile competing demands for land in a planned way – means that working with others has become more important.

Here, the link between the documents comprising the LDF and the Sustainable Community Strategy is all important. The LDF is a key mechanism for delivering the land use aspects of the Plan, but also provides a long term spatial context within which the SCS can be progressed.

The need to recognise the link between land use planning policy and the Sustainable Community Strategy has long been recognised in Herefordshire. The UDP is already set firmly within the overall SCS approach. These close links will be continued and strengthened as the LDF is established. The SCI for instance builds on existing community consultations undertaken by the Herefordshire Partnership.

Council procedures for approval

The Local Development Framework forms part of the Council's overall Policy Framework as defined in the Constitution. The Executive (Cabinet including the Leader of the Council) has responsibility for proposing elements of the Policy Framework to Council, with the Cabinet Member (Environment and Strategic Housing) having responsibility for planning and land use matters (excluding development control). The following responsibilities for approving different documents within the Framework reflect the varying conformity arrangements, and the fact that documents differ both in the extent to which they define policy and are used in the determination of planning applications.

Development Plan Documents: Council, following proposal by Cabinet

Supplementary Planning Documents: Cabinet Member, following consultation with Planning Committee.

Statement of Community Involvement and Local Development Scheme: Cabinet, following consultation with Planning Committee.

Monitoring and review

The Local Development Framework system incorporates an Annual Monitoring Report – the AMR. This must be compiled on a financial year basis and submitted to the Government Office by the end of the calendar year. The AMR tracks progress against the targets and milestones set out in this scheme for producing LDDs, and the extent to which policies in LDDs are being achieved.

Each year a report will be submitted to the Council's Cabinet via the Planning Committee that will:

- Specify to what extent the timescales set out in the LDS for the production of LDDs are being met
- Review the extent to which policies within LDDs are being achieved, focussing initially on key policy areas where information is available and where national, regional or local targets have been set.
- In particular, the AMR will report on the number of dwellings built in Herefordshire during the period covered by the Report and relate this to relevant LDD policies
- Consider whether any policies need amendment because they are not working as intended or are not achieving sustainable development objectives and, if so, suggest ways to achieve this
- Consider the need to review the LDS in the light of the AMR. The Scheme will be revised each time the list of Local Development Documents changes, either by addition of a new proposed Document or through significant revision to the timetable for the preparation of a Local Development Document.

Monitoring is undertaken within the Forward Planning Team of the Council. In addition, the Herefordshire Partnership carry out a monitoring exercise against the ambitions and aims of the Sustainable Community Strategy. This is published as a regular "State of Herefordshire" Report. Over time, the monitoring of planning policies set out in the AMR will need to be aligned with that carried out on the Sustainable Community Strategy, reflecting the role of the LDF as the key delivery mechanism for those Strategy ambitions with a spatial dimension.

6. Contacts for Further Information

Council's website: www.herefordshire.gov.uk
Email: ldf@herefordshire.gov.uk
Telephone: 01432 260500
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P.O. Box 4
Plough Lane
Hereford
HR4 0HX

SCRUTINY REVIEW OF DAY SERVICES FOR OLDER PEOPLE

PORTFOLIO RESPONSIBILITY: SOCIAL CARE ADULTS

CABINET

22 JANUARY 2009

Wards Affected

County-wide

Purpose

To consider the response to the recommendations arising from the scrutiny review of day services for older people.

Key Decision

This is not a Key Decision.

Recommendation

THAT the proposed response to the recommendations arising from the Scrutiny Review be approved.

Reasons

The Review produced a number of specific recommendations for consideration by the Executive which are ultimately aimed at improving day care provision for older people.

Considerations

- 1 Day services for older people commissioned or provided by adult social care have been the subject of joint review by the Adult Social Services Directorate and by a task group of members of the Adult Social Care and Strategic Housing Committee. The Terms of Reference for the Review were as follows:

This review covers Day Opportunities Services for older people commissioned by Herefordshire Council and provided under a Service Level Agreement. The review will cover the following:

- *To review the current use of day centre resources, and measure capacity against projected future need, as identified in the needs analysis carried out by the Council's Corporate Policy and Research Team in August 2006.*
- *To review the current range and quality of services and activities available, in line with guidance set out in the Green Paper, "Independence Well-being and Choice".*
- *To review the current range and quality of services and activities provided by comparator local authorities and identify models of best practice.*

Further information on the subject of this report is available from
Eleanor Brazil, Interim Director Adult Social Care, on 01432 383529

- *To consider the implications of Direct Payments, Individualised Budgets and self directed care*
- *To review the findings from consultation activity/engagement with stakeholders and service users.*
- *Following the review, to make recommendations to Cabinet about policy development.*

2 The Review Group also identified a number of desired outcomes as follows:

To make recommendations to Cabinet on remodelling Day Opportunities Services, to move away from traditional building based 'service driven' provision to a 'needs led' community-focused service and to clarify the extent of the role of social care in delivering this model. In particular: -

- *A remodelled Day Opportunities Service that would help address one of the major initiatives set out in the Adult and Community Services Divisional Plan 2007 – 2010, to move towards a preventative model of service provision.*
- *A new service model that would provide an opportunity to improve the Council's performance management targets and raise performance above its current one-star rating.*
- *A new service model that would provide a structure for early intervention, preventative services, and rehabilitation to reduce the number of crisis referrals to health and social care services.*
- *A new service model that would act as a signposting mechanism to other services.*
- *A new service model that would help alleviate the perceived increase in care need related to the above average increase in the older person population.*
- *A new service model that would help reduce levels of isolation by providing services in rural locations.*
- *A new service model that could be integrated with Learning Disability and Physical Disability day opportunities services.*

3 The Review Group report was presented to the Committee in June 2008. The full report is attached at Appendix 1 for information.

4 The specific recommendations and proposed actions arising from the review are attached at Appendix 2. As a number of the actions were already supported by the Adult Social Care Service Plan, progress to date is also reported.

Financial Implications

None immediately arising from the recommendations of this report.

Risk Management

The risk that the service model is not able to meet the future needs of service users is mitigated by the actions proposed in response to the review.

Alternative Options

To do nothing. This however would fail to deliver service improvements and efficiencies.

Consultees

Service Users
Providers
Staff

Appendices

- Appendix 1 – Review of the Modernisation of Day Opportunities Services Provided by Herefordshire Council Adult Social Care Report by the Adult Social Care and Strategic Housing Scrutiny Review Group
- Appendix 2 - Modernisation of Day Opportunities Scrutiny Review Action Plan

Background Papers

None identified.

Review of the Modernisation of Day Opportunities Services Provided by Herefordshire Council Adult Social Care

Report by the Adult Social Care and Strategic Housing Scrutiny Review Group – April 2008

**For presentation to the Adult Social
Care and Strategic Housing Scrutiny
Committee – June 2008**

**...Putting people first
...Promoting our county
...Providing for our communities
...Protecting our future**

Quality life in a quality county

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Modernisation of Day Opportunities Review

1. Introduction

1.1 In August 2007, the Adult Social Care and Strategic Housing Scrutiny Committee established a group to review day opportunities services for older people commissioned by Herefordshire Council and funded by Adult Social Care, and to consider the development work of the Prevention Services Project Team, to investigate any possible improvements to day care services and subsequently advise the Cabinet Members on future policy in this area. The Review Group worked against a background of the Government agenda for 'Putting People First' through personalisation, individualised budgets and self-directed care. Councillor Sebastian Bowen (Chair), Councillor Polly Andrews, Councillor Mary Cooper, Councillor Jo Fishley and Councillor Aubrey Oliver were appointed to serve on the Review group. The Terms of Reference for the group were as follows:

- 1.1.1 To review the current use of day centre resources, and measure capacity against projected future need, as identified in the needs analysis carried out by the Council's Corporate Policy and Research Team in August 2006.
- 1.1.2 To review the current range and quality of services and activities available, in line with guidance set out in the Green Paper, "Independence, Well-being and Choice".
- 1.1.3 To review the current range and quality of services and activities provided by comparator local authorities and identify models of best practice.
- 1.1.4 To consider the implications of Direct Payments, Individualised Budgets and self directed care.
- 1.1.5 To review the findings from consultation activity/engagement with stakeholders and service users.
- 1.1.6 Following the review, to make recommendations to Cabinet about policy development.

1.2 The desired outcomes from the review were to make recommendations to Cabinet on remodelling Day Opportunities Services for older people in the county, to move away from traditional building based 'service driven' provision to a 'needs led' community-focused service and to clarify the extent of the role of social care in delivering this model. In particular: -

- 1.2.1 A remodelled Day Opportunities Service that would help address one of the major initiatives set out in the Adult and Community Services Divisional Plan 2007 – 2010, to move towards a preventative model of service provision.
- 1.2.2 A new service model that would provide an opportunity to improve the Council's performance management targets and raise performance above its current one-star rating.
- 1.2.3 A new service model that would provide a structure for early intervention, preventative services, and rehabilitation to reduce the number of crisis referrals to health and social care services.

- 1.2.4 A new service model that would act as a signposting mechanism to other services.
- 1.2.5 A new service model that would help alleviate the perceived increase in care need related to the above average increase in the older person population.
- 1.2.6 A new service model that would help reduce levels of isolation by providing services in rural locations.
- 1.2.7 A new service model that could be integrated with Learning Disability and Physical Disability day opportunities services.

2. Method of Gathering Information

i. Visits to day centres

2.1 The Review Group commenced the Review at the beginning of November and carried out a number of day centre visits across Herefordshire, to review current service provision, talk to current service providers and volunteers, and to talk to current service recipients and/or carers. The Review group visited static day centres, mobile day centres and one day centre that is accessed through a spot-purchase arrangement. Notes of each visit can be found in the relevant appendices.

2.1.1 The Review Group visited Madley mobile day centre in November. Anne Burke, employed by Age Concern Hereford and Rural as a day centre co-ordinator for mobile day centres, gave Members a tour of the facilities and discussed a range of issues. Members also met with service users, carers and volunteers at the centre, to consider their views and discuss any issues. Issues discussed included transport, activities, charges and health-related needs. (Appendix 2)

2.1.2 The Review Group visited Caldwell Court static day centre in November and Members were given a tour of the facilities by Daya Boodhoo, employed by Age Concern Hereford and Rural as a day centre supervisor. Members also met with service users and volunteers, to consider their views. A range of issues were discussed with members, including limitations of the facilities, especially storage space, transport, charges and the cost of activities. (Appendix 3)

2.1.3 The Review Group visited Drybridge House static day centre in December. Pat Jones, Day Centre Manager, employed by Age Concern Herefordshire and Worcestershire, gave Members a tour of the facilities and discussed various issues. Members also met with service users, staff and volunteers, to consider their views and discuss issues. These included transport and its impact on the length of the session, and the need for new activities, as current ones were unexciting. (Appendix 4)

2.1.4 The Review Group visited Woodside static reablement day centre in December. Tony Yelland, employed by Shaw Healthcare Ltd as Area Manager, gave Members a tour of the facilities, including the two flats adjoining the building. Members also met with Caroline Merrick, Day Care

Co-ordinator, staff, service users, carers and volunteers. A range of issues were discussed, including the meaning of the term reablement, the lack of meaningful activities and the inability to make use of the specialised bathing facilities unless paying for privately funded support staff. (Appendix 5)

2.1.5 The Review Group visited Arkwright Court mobile day centre in February. Sandra Johnson, Day Care Supervisor, employed by Age Concern Leominster and District, showed Members around the facilities and discussed issues and concerns. Members also met with service users and volunteers, to consider their views and discuss their concerns. Issues included limitations of space in centre, and the difficulty in finding suitable, appropriately heated facilities. (Appendix 6)

2.1.6 The Review Group visited Kington Court static day centre in February and were shown round the premises by Carolyn Baxter, who is employed by Age Concern Leominster and District as a co-ordinator for this static day centre and four mobile day centres. Members also met with Jenny Piggot, the day care supervisor, staff, service users and volunteers. Very few issues were raised. (Appendix 7)

2.1.7 The Review Group visited East Radnor Day Centre in February. This day centre is located in Presteigne, which is in the neighbouring county of Powys. East Radnor Day Centre is a registered charity with a committee. The centre provides day care placements to Herefordshire residents on a spot-purchase arrangement. The Review Group were shown the facilities by Vicky Ball, Day centre Manager. Members also met with staff, service users and volunteers. (Appendix 8)

ii. Written evidence

2.2 The Review Group considered a substantial amount of documentation during the Review. Documents included the Modernisation of Day Opportunities Strategy Report, the scoping statement for the Review (Appendix 1), statistical information relating to occupancy levels at all day centres and the summary of key findings from the strategy report.

2.2.1 The Review Group considered the strategy report. This document contained detailed evidence and analysis of contracts, services, costs, demographics, staffing and activities provided. The report also compared day care services in Herefordshire with other similar local authority services and identified five possible models of service that might work well in this county. The report also recommended that a proactive approach to modernising day opportunities services would be to involve current and potential service users, their carers and stakeholders in the design and remodelling of the service, to ensure that the new model of service was tailored to the needs of those who would access it. This could be achieved through a comprehensive consultation programme.

2.2.2 The Review Group considered statistical data in relation to attendance levels at current day centres. (Appendix 10) The data covered the period from 1st January 2007 – 31st December 2007 and showed that occupancy levels in most centres were lower than acceptable. Static day centres were showing average attendance for this period as 57%, whilst mobile day centres were showing average attendance as 49%.

2.2.3 The Review Group considered the summary of key findings, which detailed the main findings of the strategy report and the recommendations resulting from those findings. (Appendix 9)

2.2.4 The Review Group considered the contents of a letter from Daya Boodhoo, Age Concern Day Care Supervisor, sent in response to a request for comments and ideas concerning the modernisation of day opportunities. (Appendix 11) Although a written request for comments and ideas was sent to all day centre organisers met during the day centre visits, the Review Group was disappointed that none others were forthcoming.

3. Current Services and the Need for Change

3.1 The Review Group found it very interesting making the day centre visits and finding out at first hand, the views of service users, carers, volunteers and provider staff. The Review group also found the strategy report to be very comprehensive. From the evidence considered, the Review Group has noted a number of key findings:

3.1.1 The division between health and social care needs is artificial. Health and social care needs are inextricably linked; therefore services should be able to meet both needs. East Radnor Day Centre provides a balanced mix of these services and the system works well. Carers in particular, commented on the need for personal care, such as bathing and foot care, to be provided. This would support and enable them to continue in their caring role, which in turn would reduce the pressures on overstretched adult social care systems.

3.1.2 Current services are more suitable for older 'older people'. There do not appear to be many activities available for those who would like more stimulation. Comments from service users, such as, "We used to do basket weaving, which I enjoyed but this is no longer available," "Activities are not very stretching. We would like something more exciting to do", "We could play card games such as bridge and whist, have computer lessons or go bowling", support this theory. Carers also expressed similar views, wishing to see more activities undertaken to keep their family members more mobile. One carer commented that she would like to see Extend classes offered. At Kington Court, the Review Group had observed an exercise session, facilitated by the day care supervisor, and noted that attendees thoroughly enjoyed participating in the light-hearted but thorough workout. Consideration would have to be given to the cost of any such activities. At Kington Court, costs were reduced by training a member of staff to lead the exercise sessions. At Caldwell Court, the day care supervisor had to stop booking some activities because of the charges levied. She commented that she would welcome more free activities such as the reminiscence session provided through the museum.

3.1.3 The county has a disproportionately high number of older people and this figure is predicted to rise more rapidly in Herefordshire than elsewhere in the country; therefore services will need to increase in line with demographics, in order to remain responsive to service need.

3.1.4 For a certain group, socialisation and the provision of a hot meal are very important. The Review Group feel strongly that this 'low level' type of

provision should not be disregarded as it offers a valuable preventative service and would bring long-term savings. Nearly all service users interviewed commented on their social isolation and that attendance at the day care centre offered the opportunity to socialise and make new friends, which helped alleviate this. Financially, it would seem to be essential to provide for 'low level' needs, to prevent service users tipping over into 'high level' need, thereby, having a more effective service for users to give long-term health benefits, resulting in long-term cost benefits for the Council.

3.1.5 The quality of current services is very dependent on the care provider. The day centre organiser being the key to service quality, as staff and volunteers take their lead from that person. Quality of service is reliant on the ratio of staff and volunteers. The heavier reliance on volunteers impacts on the level of activity taking place. Many of the volunteers were older than those attending the centres. Some providers commented on the difficulty in recruiting younger volunteers. Staff training appears to be very low priority. In some centres, no training had been provided for some time.

3.1.6 The Review Group believes that better surroundings for some of the day care services would help improve utilisation of them. Some of the buildings were found to be very stark but the better services were not always in the better facilities. Day centre staff commented on the lack of adequate space for both activities and storage impeding the variety and duration of planned activity sessions. At Caldwell Court, the absence of storage space prevented the supervisor from arranging any activity where she couldn't transport the materials in the boot of her vehicle. At Arkwright Court, the service users have to stop activities, in order to have lunch, as the same tables are used for everything. The supervisor commented that if she could seat service users away from the dining table during the morning session, it would enable the table to be laid attractively in readiness for lunch and would also encourage service users to mobilise. This would also enable activities to be suspended rather than terminated, as at present. The supervisor also commented on the difficulties in finding suitable venues. Some were too cold for older people, particularly in toilet facilities. The most disappointing facility was Woodside in Ross-on-Wye. On paper, this should have been excellent – a purpose built establishment – warm, modern, well furnished and fully staffed. But the Review Group found that the treatment room had no facilities and was being used for storage, whilst the excellent bathing facility was unused. The Review Group was taken aback by the two empty flats. This was made more alarming by the fact that Shaw Healthcare has a 30-year contract to provide such services for the Council. It is essential that these services are fully and properly used.

3.1.7 Herefordshire is a sparsely populated rural county, and people often have to travel long distances to access a day care service. In order to engage with the wider community, local amenities, such as pubs, village halls and schools should be better utilised. However, the Review Group recognises that there would be security issues with using school premises during term times, though these premises could be considered for evening and weekend activities. Consideration would also have to be given to furniture, as seating in primary schools would not be suitable for service users with mobility problems.

3.1.8 Transport arrangements for day care are chaotic and illogical. Unsatisfactory and inequitable transport provision has a direct impact on

service users. The Review Group does not think that commercial taxi firms offer good value for money. Service users are at the mercy of taxi companies. Their day's attendance is often severely restricted by late pick-up and early drop-off times, in some cases reducing the session to a half day. This also has consequences for any outings arranged, as day care coordinators must ensure they return service users to the centre in time for transport. Some service users can be subjected to a lengthy journey, in order to attend a day care centre, due to the large catchment area for the transport provider and route travelled.

- 3.1.9 The Review Group found the current ad-hoc access to day care alarming. This needs to be addressed for future services. Any future provision should take account of prevention services and be needs led rather than client / age specific.
- 3.1.10 There are currently no day care services operating in Bromyard, yet the Review Group found no justification for this. Bromyard should have the same access to day care services as other market towns.
- 3.1.11 It would be better to have a community resource for all needs than try to commission services in isolation from the wider community.
- 3.1.12 There is no future for long-term block contracts within future services. Things change dramatically over a short period and services will need to be flexible and kept up-to-date.
- 3.1.13 The under-utilisation of existing day care contracts must have detrimental financial implications for the Council. These marginalised services seem to appeal to a small, specific group. This makes it an expensive service for a small number of people. Current trends with personalisation pilots show that service users involved in these pilots are purchasing alternative, more creative services rather than statutory services. New services need to fill any gaps.
- 3.1.14 The Review Group noted that the increase in day care charges has made this service very costly. Service users pay much more than the £4.10 revised charge. They also have to pay for such things as meal provision, transport, raffle tickets, raffle prizes and foot care. The proceeds from raffles are vital to subsidise all activities provided. These lifeline services are no longer affordable for many people on low incomes, especially when compared against the minimal pension increase. The Review Group questions how personalised budgets are worked out and whether such factors, as identified above, are taken into account?
- 3.1.15 The Review Group considered the emerging themes from the recent public consultation events. These included issues around social inclusion / integration, transport, accessibility, affordability, the need to improve existing services rather than create new ones and publicise them. These are very real concerns for the people who would use current day care services and must be taken into consideration for any future service model.
- 3.1.16 Plans are underway to run some small pilot schemes for some of the proposed day service models, to test their viability. The Review Group are keen to follow up on this phase of the modernisation strategy, to ensure that

the findings from the evaluation of these pilot schemes influence future service delivery.

4. Recommendations

The Review Group has made a number of recommendations in response to its findings:

- 4.1 Health and social care needs are inextricably linked. Services should be designed to meet both health and social care needs. Personal care needs are essential and should be given the same priority as social needs. Laundry services are also an essential requirement for some elderly people and these services should be made available in more day care facilities. The PCT should be involved in the joint funding of day care services, to enable a seamless health and social care service to be delivered.**
- 4.2 Future services must incorporate a diverse range of stimulating activities, to engage with both 'younger' and 'older' older people, and to attract more interest, both from potential service users and volunteers. The complexity of introducing new services alongside the personalisation agenda must be carefully managed, to ensure services won't be out-of-date immediately.**
- 4.3 Because the county's population has a disproportionately high number of older people, which is predicted to rise more rapidly in Herefordshire than elsewhere in the country, the Council needs to invest in quality day care, in order to prepare for a perceived increase in service need.**
- 4.4 Although considered 'low level' services, for a certain group, socialisation and the provision of a hot meal are very important. Totality of service is needed, to meet all levels of need. This needs to be addressed through future service contracts.**
- 4.5 All staff engaged in the delivery of day care services, must be trained to a higher level, to ensure the quality of service provision. There are some opportunities for appropriate training to be accessed free of charge through training organisations, which would reduce the provider costs to replacement hours. This should then enable the provider to budget for other specific training. The role of volunteers within the new services must be carefully considered. Volunteers should be recognised for the valuable contribution they make and made to feel valued but this contribution should be viewed as additional support rather than place heavy reliance on them for core provision. It is essential that volunteers are offered training to help them develop within their volunteering role.**
- 4.6 Suitable premises must be secured that can accommodate the level of need being supported in that locality. Consideration must be given to the size, layout, heating and accessibility of these buildings. A good sized main hall with various small meeting rooms to enable a diverse range of activities and services to take place simultaneously, would offer service users more choice. Premises must have adequate storage facilities to enable day care supervisors to broaden the range of**

activities that can be offered, as it would allow ease of setting up and packing away materials and minimise the need to transport equipment and materials to each session. A fully equipped kitchen would add value to services, as meals could be cooked on site, which would offer service users a choice of menu. The aroma of food cooking does what the appetite in anticipation of the meal to come. This would be a healthier alternative to meal delivery, as the risk of contamination and food temperature falling below food safety standards is substantially reduced.

- 4.7 In order to provide 'low level' preventative services locally for people in such a sparsely populated rural county, local amenities should be utilised, such as pubs and village halls, and links should be forged between day care services, nurseries and schools. Links should also be made with voluntary organisations, e.g. the U3A, to maximise choice and minimise costs. Localised services would reduce the distances having to be travelled currently, cutting transport costs, and would lengthen the duration of the day care session.
- 4.8 Transport provision must be more securely arranged with more equitable availability. Effective engagement with community transport schemes would help address this issue and possibly reduce costs. The Review Group recommends that the transport strategy should be looked at for all services, not just day care. There is a need to determine who is responsible for this strategy and identify the timescales for delivery. However, due to the urgent need to address the issue of transport for day care, the Review Group acknowledges that this element of the transport strategy will have to be prioritised by the Prevention Services Project Team, possibly as a pilot scheme, which would then fit in to the overall transport strategy.
- 4.9 The current ad-hoc access to day care must be addressed for future services. There must be a clear assessment process that all social care workers and providers adhere to. This process must be needs led rather than client / age specific and must focus on prevention services.
- 4.10 Bromyard should have the same access to day care services as other market towns.
- 4.11 Resource centres, to include adult education, should be developed as a hub for the wider community. These centres could be utilised by the health sector, voluntary organisations and adult social care to offer seamless services for all adults. The Council should look at the Tanbrook Centre, as a model for this.
- 4.12 There should no longer be any involvement with long-term block contracts, as service needs change dramatically over a short period of time. The maximum duration should be a rolling three-year block contract but with built in flexibility to allow for market changes.
- 4.13 A formal recommendation is made to review all existing day care contracts, to establish what the under-utilisation of day care services is costing the Council. This applies in particular to the 30-year Shaw Healthcare contract, as any remodelling of service will be restricted by the terms of that contract. Action must be taken to increase utilisation

of Shaw Healthcare day care services as an urgent priority. When considering the personalisation agenda, all services will need to improve their quality and market themselves, in order to attract personalised budget holders. Shaw Healthcare needs to be more flexible in approach to service provision, to maximise take-up of places and reduce the number of vacancies that Adult Social Care are currently paying for.

- 4.14 Remodelled day care services must be provided more cost-effectively than current services, to ensure that these new service models are affordable for all service users including those on low incomes. Service users must not be expected to subsidise these services through fund-raising activities such as raffles. Any plans to introduce personalised budgets must take account of the additional costs levied on service users, e.g. meal provision and transport.**
- 4.15 The emerging themes from the recent public consultation events must be taken into consideration when remodelling day care services, to ensure they are needs led and service user focused.**
- 4.16 The Review Group should look at day care services again in twelve months time, to see which, if any, of the pilot schemes are working and consider their effectiveness, and if possible implement those that prove effective.**

REVIEW:	The Modernisation of Day Opportunities for Older People	
Committee:	Committee	Chair: Councillor Bowen
Lead support officer:	Sue Dale, Prevention Services Manager	

SCOPING

Terms of Reference

This review covers Day Opportunities Services for older people commissioned by Herefordshire Council and provided under a Service Level Agreement. The review will cover the following:

- To review the current use of day centre resources, and measure capacity against projected future need, as identified in the needs analysis carried out by the Council's Corporate Policy and Research Team in August 2006.
- To review the current range and quality of services and activities available, in line with guidance set out in the Green Paper, "Independence Well-being and Choice".
- To review the current range and quality of services and activities provided by comparator local authorities and identify models of best practice.
- To consider the implications of Direct Payments, Individualised Budgets and self directed care
- To review the findings from consultation activity/engagement with stakeholders and service users.
- Following the review, to make recommendations to Cabinet about policy development.

Desired outcomes

To make recommendations to Cabinet on remodelling Day Opportunities Services, to move away from traditional building based 'service driven' provision to a 'needs led' community-focused service and to clarify the extent of the role of social care in delivering this model. In particular: -

- A remodelled Day Opportunities Service that would help address one of the major initiatives set out in the Adult and Community Services Divisional Plan 2007 – 2010, to move towards a preventative model of service provision.
- A new service model that would provide an opportunity to improve the Council's performance management targets and raise performance above its current one-star rating.
- A new service model that would provide a structure for early intervention, preventative services, and rehabilitation to reduce the number of crisis referrals to health and social care services.

- A new service model that would act as a signposting mechanism to other services.
- A new service model that would help alleviate the perceived increase in care need related to the above average increase in the older person population.
- A new service model that would help reduce levels of isolation by providing services in rural locations.
- A new service model that could be integrated with Learning Disability and Physical Disability day opportunities services.

Key questions

- What are the current resources allocated to day opportunities services for older people and is current service delivery cost-effective?
- What is the current range and quality of services and activities available, and does this provide value for money?
- What are the perceived future demands for service, in terms of quantity, quality, innovation and flexibility?
- What services do the older people of Herefordshire want, both now and for the future?
- What model(s) of service would meet identified current and future need?
- What outcomes will be wanted from future commissioning intentions?

Links to the Community Strategy

The Review Group will identify how the outcome of this review contributes to the objectives contained in the Herefordshire Community Strategy, including the Council's Corporate Plan and other key plans or strategies.

Timetable	
<i>Activity</i>	<i>Timescale</i>
Agree approach, programme of consultation/research/provisional witnesses/dates	September 2007
Collect current available data	August 2007
Collect outstanding data	September 2007
Analysis of data	September 2007
Final confirmation of interviews of witnesses	
Carry out programme of interviews	
Agree programme of site visits	
Undertake site visits as appropriate	
Update to Strategic Monitoring Committee	
Final analysis of data and witness evidence	
Prepare options/recommendations	
Present Final report to Strategic Monitoring Committee	Jan 2008
Present options/recommendations to Cabinet	February 2008
Cabinet response	
Implementation of agreed recommendations	April 2008
Members	Support Officers
Councillors Cllrs Bowen, Fishley	Sheila Morgan Sue Dale

Scrutiny Review Group Day Centre Visit to Madley Mobile Day Centre

29/11/2007

Visiting party:

Councillor Sebastian Bowen – Vice-Chairman of Adult Social Care and Strategic Housing Scrutiny Committee
Sharon Pugh – Policy Procedure and Standards Development Officer
Sheila Morgan – Prevention Services Project Manager
Carol Williams – Prevention Services Project Officer

Provider

- Age Concern, Hereford and Rural

Frequency

- Alternate Thursdays

Venue Capacity

- Capacity for 25 / 25 in attendance on this day
- Provider is contracted for running the service rather than quantity of placements

Premises

- Village hall – Main hall rented by Age Concern. A second meeting room rented simultaneously by a mother and toddler group.
- Good sized room with plenty of space for presentations, activities etc
- Building accessible to wheelchair users
- Very limited parking
- Good size, well equipped kitchen
- Well heated – Age Concern invoiced for amenities used.

Co-ordinator

- Employed by Age Concern as part of a team to co-ordinate the mobile day centres.
- Very defensive
- Happy with current facilities and activities. Would not offer any ideas for future development of service.
- Does not like 'Council' involvement. Claimed it to be very restrictive on the type of service they could offer. When asked to identify an example of restrictions, could not.
- Maintains that two-thirds of service users will stop attending, once charges increase in January.

Volunteers

- Eight volunteers – well liked and respected.
- Volunteers organise the day to day running of the centre.
- They work well as a team. They shop for the food, cook the mid-day meal and facilitate some activities.
- Difficulty in recruiting younger volunteers. Many of the current volunteers are older than those attending the centre.

Transport

- Provided by various means – Age Concern minibus, volunteers, co-ordinator and family members
- Minibus driver employed by Age Concern. Also acts as a second carer within the day centre.

Activities / Events

- Coffee and biscuits on arrival (Purchased out of welfare fund)
- Mid-day meal cooked on site (£2.50 charge per meal)
- Foot care – carried out in Age Concern mobile unit by private chiropodist (£10 charge per session)
- Organised quiz
- Bingo
- Weekly raffle – All prizes donated by attendees
- Guest speakers on an ad-hoc basis
- Organised events – approximately three per year, e.g. meal at local pub, visit to garden centre etc.
- Christmas party
- Links with local junior school for religious festivals / celebrations, e.g. Christmas, Easter, Harvest Thanksgiving.

Charges

- Attendance – amount subject to Fairer Charging Policy. Current charge is £2.70, which will rise to £4.00 in January 2008.
- Meal – £2.50 per person per session
- Transport – no charge at this venue
- Raffle – 20p per ticket (Christmas raffle = 50p per ticket)
- Visits and outings paid for out of welfare fund, which is generated through service user fund-raising activities. Service users also pay an additional contribution to offset any deficit within the fund, to cover event costs.

Service User / Carer comments

- All happy with facilities and look forward to attending
- All praised the volunteers
- All looked forward to the meal being provided
- All mentioned 'social isolation' as one consequence of non-attendance
- No new ideas for other activities – one person also attends the LIFT programme. One service user remarked that they used to do basket weaving, which she enjoyed but this was no longer available.
- Carer spoke of the difficulties encountered since her mother's second stroke. Would like advice and support as to how to access appropriate health care services and support aids, to enable her to participate in previously enjoyed activities. Carer had been told that her mother did not need to leave her house. A day centre that provided bathing facilities would be really helpful, as her mother did not meet health criteria for a bathing aid, walk-in shower or wheelchair.

Scrutiny Review Group Day Centre Visit to Caldwell Court Static Day Centre

29/11/2007

Visiting party:

Councillor Sebastian Bowen	– Vice-Chairman of Adult Social Care and Strategic Housing Scrutiny Committee
Sharon Pugh	– Policy Procedure and Standards Development Officer
Sheila Morgan	– Prevention Services Project Manager
Carol Williams	– Prevention Services Project Officer

Provider

- Age Concern, Hereford and Rural

Frequency

- Every Thursday

Venue Capacity

- Capacity for 15 / 13 in attendance on this day
- Provider is contracted for running the service rather than quantity of placements

Premises

- Community room within a sheltered housing complex, provided as a temporary arrangement to offset difficulties with provision at previous site. Age Concern does not contribute to either rent or amenities.
- Very small room with very limited space for presentations, activities etc.
- Limited access to building. No disabled facilities. Minimal car parking.
- Small, confined kitchen.
- Well heated

Co-ordinator

- Employed by Age Concern to co-ordinate three static day centres.
- Dedicated and very enthusiastic.
- Lots of ideas for future development of service – keen to expand facilities and current services on offer.
- Feels that transport issues are a major problem – expensive and limited service.
- Copes very well with the challenges that the limited facilities present.

Volunteers

- Two volunteers – well liked and respected.
- One volunteer is attached to the Red Cross and provides hand nail care and upper body massage (No charge but service users always give a small donation to the Red Cross)

Transport

- Service provided by local charity transport scheme, under a private arrangement with the day centre. Service user required to pay set fee of £4.00 regardless of distance from centre.

Activities / Events

- Coffee and biscuits (purchased out of welfare fund)
- Mid-day meal delivered by WRVS (freshly cooked rather than frozen)
- Organised games / exercise
- Bingo – All prizes donated by attendees
- Weekly raffle – All prizes donated by attendees
- Hand nail care and upper body massage – carried out by Red Cross volunteer
- Guest speakers on an ad-hoc basis
- Organised events – approximately three per year. In addition, have a meal out every 6 – 8 weeks. Transport for this arranged through The Lions
- Christmas party
- Annual holiday to Lions Holiday Home

Charges

- Attendance – amount subject to Fairer Charging Policy. Current charge is £2.70, which will rise to £4.00 in January 2008
- Meal – £2.50 payable to WRVS
- Transport - £4.00 payable directly to the charity transport scheme
- Raffle – 20p per ticket
- Visits and outings paid for out of welfare fund, which is generated through service user fund-raising activities. Service users also pay an additional contribution to offset any deficit within the fund, to cover event costs

Service User / Carer comments

- All happy with facilities and look forward to attending
- Time at Day Centre is restricted by availability of transport. This is a major problem for service users, as they can only access transport at non-key times, e.g. outside of school runs etc. This also limits events and activities because any outing has to be managed, to enable return to centre in time for transport home at 2.30 pm.
- Previous activities through the LIFT programme had to be discontinued, due to costs (£25 per session)
- All activities limited by space and funding. A permanent venue with storage facility would be a bonus, as it would enable more variety of activities and events. The majority of activities that are organised incur a charge, which has to be paid for out of the welfare fund. More access to free activities such as the reminiscence session provided through the museum would help.

Scrutiny Review Group Day Centre Visit to Drybridge House Static Day Centre

13/12/2007

Visiting party:

Councillor Polly Andrews – Chairman of Adult Social Care and Strategic Housing Scrutiny Committee

Councillor Sebastian Bowen – Committee Vice-Chairman

Sharon Pugh – Policy Procedure and Standards Development Officer

Sheila Morgan – Prevention Services Project Manager

Provider

- Age Concern, Herefordshire and Worcestershire

Frequency

- Four times per week Monday – Thursday

Venue Capacity

- Capacity for 25 / Attendance on this day unclear as service users were arriving sporadically during the visit
- Provider is contracted for 22 placements each Monday, then 24 placements each Tuesday, Wednesday and Thursday

Premises

- Community room in Drybridge House sheltered complex, which is owned by Anchor Housing and rented out to Age Concern.
- Good sized room with plenty of space for presentations, activities etc
- Building accessible to wheelchair users
- Very limited parking
- Good size, well equipped kitchen
- Well heated

Co-ordinator

- Employed by Age Concern
- Agreed to put her concerns and suggestions in writing to the councillors

Staff and Volunteers

- Four care staff and two kitchen staff employed by Age Concern
- Four volunteers – though not all present each session
- Staff and volunteers well liked and respected by service users.
- Employed staff organise the day to day running of the centre. On this visit, all staff dressed in festive hats and aprons, to promote the Christmas spirit.

Transport

- Provided by various means – in-house transport, Dial-a-Ride, public transport and family members

Activities / Events

- Coffee and biscuits on arrival (Price included in charge for meal, subsidised by fund-raising activities)
- Mid-day meal cooked on site (£2.40 charge per meal)
- Foot care – plans are underway to introduce this service via Age Concern (£12 charge for foot care kit, then £5 per session)

- Organised quiz
- Bingo
- Weekly raffle
- Activities – e.g. skittles
- Entertainment – e.g. singer and musician attending that afternoon
- Organised events – e.g. meal at local garden centre etc.
- Christmas party – each service user receives a Christmas gift. (On this occasion, a bottle of mulled wine)
- Christmas lunch – provided on each of the four days, to ensure no-one missed out. (The table was beautifully laid and looked very festive)

Charges

- Attendance – amount subject to Fairer Charging Policy. Current charge is £2.70, which will rise to £4.00 in January 2008.
- Meal – £2.40 per person per session
- Transport – in-house charge subject to Fairer Charging Policy. Dial-a-Ride £4.40 per round-trip.
- Visits, outings and entertainment paid for out of welfare fund, which is generated through service user fund-raising activities.

Service User / Carer comments

- All happy with facilities and most look forward to attending
- All praised the staff and volunteers
- All looked forward to the meal being provided
- All mentioned 'social isolation' as one consequence of non-attendance
- Some complained about the duration of the sessions. Due to transport arrangements, not arriving until mid-morning, then having to leave at 2.15 pm, which was half-way through the afternoon and meant that they spent a long period at home alone.
- Some complained that activities were not very "stretching" and that they would like something more exciting to do.
- Some new ideas for other activities – e.g. card games such as whist or bridge, computer lessons, to go bowling.

Many of the attendees at Drybridge House Day Centre had a higher level of dependency than those attending Madley or Caldwell Court.

Scrutiny Review Group Day Centre Visit to Woodside Static Reablement Day Centre

13/12/2007

Visiting party:

- | | |
|----------------------------|--|
| Councillor Polly Andrews | – Chairman of Adult Social Care and Strategic Housing Scrutiny Committee |
| Councillor Sebastian Bowen | – Committee Vice-Chairman |
| Sharon Pugh | – Policy Procedure and Standards Development Officer |
| Sheila Morgan | – Prevention Services Project Manager |

Provider

- Shaw Healthcare

Frequency

- Seven days per week

Venue Capacity

- Capacity for 15 / Attendance on this day very high as it coincided with the Christmas coffee morning. Service users and family members were present to support the function, so this was not indicative of a normal day's attendance.
- Provider is contracted for 15 placements each day with an age of 18 upwards.

Premises

- Purpose-built and recently refurbished building, located in the centre of a sheltered complex, which was transferred to Shaw Healthcare by Herefordshire Council in 2004.
- Good sized room with plenty of space for presentations, activities etc. Small drink-making area in main room.
- Private therapy room, though therapy couch has been removed. Not being used at present as there is no therapy support.
- Purpose-built bathroom with adjustable high-tech spa bath, suitable for a range of disabilities. Not being used at present as service users have to provide their own carers to assist them.
- Small 'Quiet Room' for those not wanting to take part in main activity, though this room is being used for storage at present.
- Building accessible to wheelchair users
- Very limited parking
- Good size, well equipped kitchen
- Well heated

Co-ordinator

- Employed by Shaw Healthcare. Also manages Ledbury Day Centre. Was asked to provide temporary management cover into Woodside, whilst regular manager, Penny Brace, on secondment to another post. Will shortly be demoted to day care support worker, as she withdrew her application to manage the combined post of Leadon Bank Reablement Unit Manager and Reablement Day Care Manager because she prefers to be more 'hands on' with the day care service. Penny Brace will be returning to Woodside in mid-2008.

- Emphatic that “reablement” as a word does not exist. She is running the day centre to promote “enablement”. She gave an example of bingo, which she believes stimulates the brain with numbers, encourages concentration and also encourages team working, as service users support each other to play the game.
- Is concerned that the increase in charges will impact on attendance figures, as some will stop attending.

Staff and Volunteers

- Seven care staff and one cook employed by Shaw Healthcare. Two care staff and the cook on duty at each session.
- No volunteers, though steps are being taken to encourage people to volunteer.
- Staff well liked and respected by service users.
- Employed staff organise the day to day running of the centre.

Transport

- Provided by various means – The Council contract with JMC, Community Wheels, public transport and family members

Activities / Events

- Coffee and biscuits on arrival (Price included in charge for meal, subsidised by fund-raising activities)
- Mid-day meal cooked on site (£2.40 charge per meal)
- Organised quiz
- Bingo
- Weekly raffle
- Crafts
- Guest speakers
- Card games
- Dominoes, quoits etc

Charges

- Attendance – amount subject to Fairer Charging Policy. Current charge is £2.70, which will rise to £4.00 in January 2008.
- Meal – £2.40 per person per session
- Transport – Council contract with JMC is subject to Fairer Charging Policy.
- Visits, outings and entertainment paid for out of welfare fund, which is generated through service user fund-raising activities.

Service User / Carer comments

- All happy with facilities and look forward to attending
- All praised the staff and volunteers
- All looked forward to the meal being provided
- All mentioned ‘social isolation’ as one consequence of non-attendance
- Carers expressed a wish to see more activities being undertaken, to keep their family members more mobile. One lady explained that the other centre her father attended ran Extend classes and she would like to see something similar being offered here.
- A carer commented that she would like her husband to be able to make use of the bathing facility as she could not manage this task at home for him, but she would need to arrange for someone to come in and support him, which was difficult for her.

Scrutiny Review Group Day Centre Visit to Arkwright Court Mobile Day Centre

06/02/2008

Visiting party:

- | | |
|----------------------------|--|
| Councillor Polly Andrews | – Chairman of Adult Social Care and Strategic Housing Scrutiny Committee |
| Councillor Sebastian Bowen | – Committee Vice-Chairman |
| Councillor Jo Fishley | – Committee Member |
| Councillor Aubrey Oliver | – Committee Member |
| Sheila Morgan | – Prevention Services Project Manager |
| Carol Williams | – Prevention Services Project Officer |

Provider

- Age Concern, Leominster and District

Frequency

- Alternate Wednesdays, approximately 10.00 am – 3.00 pm

Venue Capacity

- Capacity for approximately 12 / Attendance on this day unclear as service users were arriving sporadically during the visit but 9 present at time of departure.
- Provider is contracted for 90 places per week – 50 at Kington Court, 40 at mobile day centres, which approximates to 20 places per session for mobile centres.

Premises

- Community room within a sheltered housing complex. Age Concern contributes to rent but this is inclusive of amenities.
- Very small room with very limited space for presentations, activities etc.
- Good access to building with disabled facilities. Minimal car parking.
- Small, confined kitchen.
- Well heated
- Bathing facility available at a nominal charge. Supervisor fully trained to assist service user with bathing, if needed.

Supervisor

- Employed by Age Concern as part of a team to run the mobile day centres.
- Very informative and helpful.
- Finds current facilities better than previous venue, though would ideally like more space to enable service users to be seated away from the dining table during the morning. Table could then be set out for luncheon. Would love to be able to run the service weekly. Feels that day care is a lifeline for a lot of service users.
- Agreed that it was very difficult to find suitable venues. Some were too cold, particularly in the toilet facilities. Storage space was also an issue.
- Agreed that attendance was declining. As soon as a new member joined, you tended to lose an existing one but considering the age range (Two are 100 years old), this was to be expected.

Volunteers

- Three volunteers – well liked, respected and valued.
- Volunteers organise the refreshments and offer practical support to members.

Transport

- Provided by various means – Age Concern minibus (£2.50 charge), family members or even members driving themselves to venue. It could sometimes mean a long travel time for the first person picked up by the minibus.
- Minibus driver employed by Age Concern. Also acts as a second carer within the day centre. Takes over afternoon bingo session.

Activities / Events

- Coffee and biscuits on arrival (Purchased out of welfare fund)
- Mid-day meal collected from WRVS at Hereford by minibus driver. Provision in Leominster WRVS not as good quality and provider also refused to supply food in large containers, which is more practical for the day centre. Hereford WRVS will do this. (£2.50 charge per meal)
- Foot care – not provided at this centre but supervisor will cut finger nails, provided service users not diabetic.
- No hairdresser visited this particular centre, though this facility was available at other mobile centres.
- Supervisor advised that it was difficult to find volunteers to support quizzes, though a quiz sheet was circulated during this visit.
- Bingo – during afternoon
- Activities – Supervisor advised that some were interested in crafts. One service user was knitting squares for blankets, to be donated to a charity shop.
- No guest speakers
- Organised events – approximately three per year, but dependent on available money in welfare fund.

Charges

- Attendance – amount subject to Fairer Charging Policy. Current charge is £2.70, which will shortly rise to £4.00, once financial assessments have been completed.
- Meal – £2.50 per person per session
- Transport – £2.50 charge at this venue
- Visits and outings paid for out of welfare fund, which is generated through service user and volunteer fund-raising activities.

Service User / Carer comments

- All look forward to attending and enjoy the company. Like the surroundings.
- All praised the volunteers and staff as, “Very fair, decent people”.
- All enjoy the midday meal provided.
- All mentioned ‘social isolation’ as one consequence of non-attendance and agreed that it was nice to meet others who were “In the same boat” as themselves.
- One service user felt that fortnightly attendance was sufficient to support her needs.
- Some service users felt that they would like to be able to attend weekly.
- One service user was pleased to be able to go to Leintwardine as well as this centre, as he had previously lived there.

Scrutiny Review Group Day Centre Visit to Kington Court Static Day Centre

06/02/2008

Visiting party:

Councillor Polly Andrews	– Chairman of Adult Social Care and Strategic Housing Scrutiny Committee
Councillor Sebastian Bowen	– Committee Vice-Chairman
Councillor Jo Fishley	– Committee Member
Councillor Aubrey Oliver	– Committee Member
Sheila Morgan	– Prevention Services Project Manager
Carol Williams	– Prevention Services Project Officer

Provider

- Age Concern, Leominster and District

Frequency

- Daily Monday – Friday

Venue Capacity

- Capacity for 10 / fully attended on this day.
- Provider is contracted for 50 placements per week at this venue.

Premises

- Separate unit within Kington Court, comprising large community room, office, kitchen and toilet facilities. No additional charge to Age Concern, as premises part of overall contract between Blanchworth Care and the Council.
- Good access to building with disabled facilities. Some car parking.
- Decent sized kitchen.
- Well heated

Co-ordinator

- Employed by Age Concern to co-ordinate this static day centre and the four mobile day centres.
- Very knowledgeable and enthusiastic.

Supervisor

- Employed by Age Concern to run the day centre on a daily basis.
- Very enthusiastic and well-trained. Runs the exercise sessions herself.

Volunteers

- A few volunteers – well liked and respected.

Transport

- Provided by various means – Age Concern minibus (£2.50 charge), family members or even members driving themselves to venue. It could sometimes mean a long travel time for the first person picked up by the minibus.
- Minibus driver employed by Age Concern. Also acts as a second carer within the day centre.

Activities / Events

- Coffee and biscuits (purchased out of welfare fund)
- Mid-day meal cooked in Kington Court kitchen
- Organised games
- Exercise sessions, which were run in a fun way, so that participants thoroughly enjoyed the activity.
- Foot care
- Hairdresser
- Quizzes
- Bingo
- Activities / crafts
- Guest speakers
- Organised events – approximately three per year, but dependent on available money in welfare fund.

Charges

- Attendance – amount subject to Fairer Charging Policy. Current charge is £2.70, which will shortly rise to £4.00, once financial assessments have been completed.
- Meal – £2.50 per person per session
- Transport – £2.50 charge at this venue
- Visits and outings paid for out of welfare fund, which is generated through service user and volunteer fund-raising activities.

Service User / Carer comments

- All happy with facilities and look forward to attending
- Some mentioned that the travel between home and centre was really enjoyable, as they got to see the countryside.
- Some mentioned that they had made many new friends as a result of attending.

Overall impression of Kington Court Day Centre was that it is a very vibrant, buzzing and active centre.

Scrutiny Review Group Day Centre Visit to East Radnor Static Day Centre

19/02/2008

Visiting party:

Councillor Olwyn Barnett	– Cabinet Member
Councillor Polly Andrews	– Chairman of Adult Social Care and Strategic Housing Scrutiny Committee
Councillor Sebastian Bowen	– Committee Vice-Chairman
Councillor Aubrey Oliver	– Committee Member
Sheila Morgan	– Prevention Services Project Manager

Provider

- East Radnorshire Day Centre is a registered charity with a Committee made up of retired professional people. A service user representative also sits on this committee. Vicki Ball is the manager and has been with the centre from the beginning. East Radnor Day Centre is a member of the Powys Association of Voluntary Organisations (PAVO).

Frequency

- Daily Monday to Friday

Venue Capacity

- Capacity for approximately 24 / fully attended on this day.
- Herefordshire Council has a spot-purchase arrangement with the provider.

Service

- The day centre is located in the former school building. A Welsh Office Grant enabled the building to be developed about 13 years ago. Vicki joined at this stage.
- The day centre has been open and running for about 12 years and is the only day centre in this area. It has a 20-mile radius catchment area.
- There is no age criteria for admission to the day centre. Every potential member is assessed to determine whether the centre could meet that person's needs. If Vicki feels that this is possible, each person is invited to attend for a day, free of charge, to see whether they like the centre.
- The centre is available to adults, including those with a learning disability, those with mental health problems and those with dementia. 2 younger members with a learning disability have been taught to read by volunteers, since joining the centre, which has greatly improved their quality of life.
- The building has two large rooms, one used as the day room, the other used as the dining room. It also has a large, well-equipped bathroom, toilet facilities, laundry facilities, treatment room, "Quiet room", large kitchen area, office and storage space.
- The "Quiet room" is used for confidential matters such as dealing with vulnerable adult abuse situations. It is also used for reminiscence sessions.
- Vicki is running a pilot scheme for an "Alzheimer's Café" and hopes to launch this in April. She currently has 6 members with full blown dementia. They are kept safe but not fulfilled. The Alzheimer's Café will provide person centred care for people with dementia on a 1 – 1 basis. The scheme will aim to identify the needs of people in the early stages of dementia and identify the needs of their carers. Vicki plans to hold this café in a private room at the

local pub. She has secured funding for 12 sessions with a unit cost of £47 per day.

- Powys County Council has a 3-year contract with East Radnor charity worth £120,000 per year. The centre costs approximately £140,000 per year to run, therefore spot purchase arrangements with Herefordshire Council and Shropshire County Council and fund-raising activities make up the deficit. A fundraiser is employed to secure ongoing funding.
- The centre also accepts private clients. They are charged £25 per day, which is fully inclusive of bathing, meals, refreshments etc. There are currently four private members attending. Referrals usually come through family members but some members self-refer.
- Approximately one-fifth of members attend daily, which enables them to continue to live in their own homes.
- Vicki believes that it is vital to address social isolation.

Staff

- Employed by East Radnor. Good recruitment and retention track record. Most live fairly local to the venue.
- 10 staff on duty per day, including 4 trained care staff, Vicki, admin assistant, 2 volunteers and minibuses drivers.
- The admin assistant also acts as Vicki's main fundraiser. The East Radnor Committee has agreed to promote her to deputy manager, in recognition of the valuable role she fulfils. This will enable Vicki to step back a little. Admin works 5 days per week but part-time on 20 hours.
- Vicki believes that it is vitally important to have well paid and well trained staff. She ensures that staff are paid above the normal rate, in recognition of their value. (£7+ for seniors; £6+ for care staff)
- Staff are all fully trained –
 - NVQ up to level 4
 - Moving and Handling
 - Food Hygiene
 - First Aid
 - Protection of Vulnerable Adults (POVA)
 - Midas (For minibuses drivers)
 - Foot care for those interested
- NVQ training is accessed through the Welsh Office. This is provided on site by Bethany Training. Vicki pays for Food Hygiene and First Aid training out of charity funds. All other training is provided by Powys County Council free of charge. Vicki merely has to pay for replacement hours whilst staff attending courses.

Volunteers

- Two volunteers per day – Vicki sees these as the “icing on the cake” but would never allow them to provide core services.
- Volunteers have access to the same training as employed staff, though not all take advantage of this.

Transport

- East Radnor Day Centre owns two minibuses. They run both daily, to ensure that no-one spends more than an hour on the bus. Transport costs are supported through the charity. Social care service users are charged by respective local authority as per their charging policy. Powys County Council charges their service users £4.73 per day. Herefordshire Council pays Vicki 50p per mile for transport costs associated with our service users.

- Minibus drivers have an escort to help them with assisting service users on / off bus. Each minibus has a mobile phone, so that they can contact Vicki in any emergency.

Activities / Events

- Coffee and biscuits on arrival
- Mid-day meal collected from local school by taxi. Service users devise a 4-week rotational menu. Food once delivered is placed in heated cabinets to ensure correct temperature for food hygiene. (£3 charge per meal for social care service users, to include all other refreshments) Special menus provided for those with likes / dislikes, also mental health needs re food.
- Bathing – Provided by staff, who will fit in up to 8 baths per day. (Currently 6, due to level of dependency of those using service) Council pay Vicki £6.50 per bath if identified on the care plan. If the bath is based on choice rather than need, Vicki charges £3 to the individual. This cost is subsidised through the charity, in recognition of the importance of this facility.
- District Nurse – Calls daily to deal with dressings, insulin injections etc.
- GPs – More reluctant to visit, due to caseload but will attend if the need is genuine and urgent.
- Foot care – Provided by staff who are trained as foot health practitioners, at a cost of £3 per session. Service users don't have to buy a pedicure kit, as there is a steriliser at East Radnor. Chiropodist is called in for identified problems. District nurse called in for such things as ulcers.
- Raffles – 50p per ticket, which helps pay for entertainment and activities.
- “Brainteaser” – A brainteaser quiz takes place in the mornings, though some members prefer to sit and have a friendly chat.
- Debates – Members also have lively debates about things in the paper.
- “Afternoon fun sessions” – Staff dress up in silly costumes and there are team games. Vicki believes laughter is a good tonic and most members join in. Vicki takes those with dementia into a separate “quiet room” for reminiscence sessions.
- Hairdresser
- Laundry facility – Service users can get their laundry washed and dried for a nominal charge.
- Organised events –
 - Two professional music sessions per month, through the Harry Secombe Hospital Scheme. (£118 per session but two per year free of charge) Service users contribute towards sessions with raffle proceeds.
 - Organised outings, i.e. to Dunkertons Cider Mill, Small Breeds Farm, Hergest Croft, Brecon Canal, Llandrindod Wells Lake, Elan Valley Dams, Mousetrap cheese making factory. Vicki ensures everyone is given chance to go on at least two trips per year.

Charges

- Attendance – amount subject to Fairer Charging Policy. Current charge is £2.70, which will shortly rise to £4.00, once financial assessments have been completed. Herefordshire Council currently pays East Radnor £25 per day because there are only three attendees. Price reduces if more attend. They also pay 50p per mile travel costs.
- Meal – £3 per person per session, to include all refreshments
- Transport – subject to Fairer Charging Policy. East Radnor is paid by relevant Council.
- Visits and outings paid for out of welfare fund, which is generated through service user and volunteer fund-raising activities.

Summary of key findings:

- There are currently twenty-four day centres for older people operating in and around Herefordshire. These provide capacity for approximately 700 contracted / planned sessions per week, excluding spot purchase arrangements.
- None of the day centres is operating to full capacity. Occupancy at static day centres is approximately 45%, whilst occupancy at mobile day centres is approximately 50%. Analysis of attendance between 2005 and 2007 for a sample group of the day centres showed a steady trend of reduced attendance.
- Unit costs, excluding revenue generated from service user contributions, are estimated to be in the region of £56.47 per session, because of reduced attendance. This is supported by the 2006/2007 PSS EX1 Return, which gives a unit cost of £54 for day care for older people. This shows an increase from the 2005/2006 PSS EX1 Return, which cited a unit cost of £28.
- There has been a 61% reduction in income generated through charging for day opportunities. The proposed increase in charges from £2.70 to £7.30 has received a lot of criticism. If the proposal is approved, and the revised day opportunities charge introduced, this could further impact on levels of attendance.
- Most Day Opportunities Service contracts do not include details about service specification, the provider being contracted for a service as opposed to specific outcomes. This makes monitoring against the contract difficult. Plans are already underway to design and introduce a robust contract specification, focused on outcome based services. This work is essential, to support modernisation plans, to deliver services that meet national and local strategic objectives for a preventative model of service provision focused on promoting independence.
- Population projections for Herefordshire predict an increase in numbers and proportion of older people. The county already has a disproportionately high number of older people and this figure is predicted to rise more rapidly in Herefordshire than elsewhere in the country. 88% of current day centre attendees are over the age of 75, 80% of day centre attendees are female and 99% are white British. Any remodelling of day opportunities services must take account of these important factors and address the need for more innovative and flexible services, tailored to meet diverse needs.
- There is a fairly even spread of service users across the county, with the exception of Bromyard, where currently no day opportunities service exists. The estimated population for the county is 177, 790, which means that only 0.23% of the population is accessing day opportunities for older people.
- In the majority of cases, it is stipulated that commissioned services should be provided to older people who have had a community care assessment. However a substantial proportion of day centre attendees have self-referred. Furthermore, 12% of day centre attendees have never received a review of their day opportunities provision since onset of service.

- 27% of service users have been attending a day opportunities service for more than five years. The longest recorded attendance on CLIX was for twenty-four years but anecdotal evidence shows that some service users have attended their respective day centres for almost twenty-eight years. Current day opportunities services have no goals and outcome measures in relation to the length of time a service should be provided for. Evidence verifies that, once service users are accepted into a day centre, most can continue to attend indefinitely. The main reasons for termination of the service seem to be when the service user becomes too frail to continue attending or becomes disinterested in the activities provided, or their care needs exceed the limitations of the facility.
- 64% of service users only attend a static day centre once per week, yet 18% of current capacity is provided seven days per week. A seven-day service is available in three of the static centres, yet weekend occupancy is lower than on any other day.
- 1% of service users attend three or more different day centres. Even though the numbers involved are very low, for service users to have to attend three or four different centres, in order to meet their needs, suggests that current resources are ineffective.
- Distance mapping of round-trip journeys travelled in order to attend a day opportunities service, showed that 53% of static day centre attendees endured a round-trip of more than 10 miles. The longest recorded round-trip journey was 45.4 miles. The round-trip distance travelled by mobile day centre attendees showed that 20% had to endure a journey of more than 10 miles with the longest recorded journey being 27.2 miles. These distances being travelled do not support the Council's Environmental Policy.
- When looking at day opportunities in a rural county such as Herefordshire, transport arrangements have to be taken into account. There is no standard approach to the provision of transport. It is dependent on the provider organisation's contractual arrangement with the Council. This suggests that there is no equality of access to transport. Due to the sparsely populated rural areas of the county, any remodelling of day opportunities would have to ensure robust transport arrangements were in place to support the new service.
- Most of the day centres have a combination of employed staff and volunteers, which has an impact on the type and level of service that can be offered. Many of the services rely on volunteers to support delivery and could not continue without that valuable support, but this limits the type of service that can be provided. Volunteers are not permitted to assist with personal care, mobilising or transferring and this significant factor would need to be taken into account with any remodelled service.
- There are no consistent standards applied that relate to activities and meeting individual need, and there is no consistent and systematic involvement by older people or their carers in shaping the service. The length of the day opportunities session is often determined by the availability and scheduling of the transport, which in some cases means a very short day.

- The assessed needs being met within existing day opportunities services seem to be to reduce social isolation and provide carer respite but there is also a wide range of options that could be implemented to improve health and wellbeing through involvement and purposeful activity.
- There are important trends emerging with respect to usage and activity levels within current day opportunities services nationally. Services commissioned by Herefordshire Council are not providing the levels of service set out in contracts and Letters of Agreement, with approximately 50% of capacity being utilized, which doubles the unit cost for provision of service.
- Herefordshire has a lower older persons population than comparator authorities, though the percentage of Herefordshire's population of older people is comparable to the other authorities. Ethnicity and gender statistics were also comparable.
- Herefordshire has a lower percentage of in-house service provision than other authorities, which could be a contributory factor to the type of service being provided in this county, due to the heavy reliance on volunteers.
- Herefordshire spends less per capita on older persons services than comparator authorities. The 2005/2006 PSS EX1 return showed that Herefordshire's day opportunities services were mid-range in terms of cost, with Shropshire having the most expensive service costs and Cornwall having the lowest.
- Various models of good practice have been visited and studied. Evidence gathered from visits and desktop research has shown that no one model of day opportunities service would be likely to meet the diverse needs of older people in Herefordshire. Evidence has also shown that this county lags behind our comparator authorities in the delivery of innovative, rehabilitative and preventative day opportunities services. Therefore, a remodelling of day opportunities would be the most appropriate solution.
- Current services do not readily meet the needs of older people in Herefordshire, as proven by the low attendance figures. Evidence suggests that the new service model should be designed as a continuum of different services, in order to meet the diverse needs of our increasing older population. A care pathway could be created, which would enable service users to join, branch off or leave the pathway at whatever level met their need. Each route on the continuum would have a clear signposting mechanism to other more appropriate services, wherever there was a need for change, whether it be through improved independence or through deterioration.
- A proactive approach to modernising day opportunities services would be to involve current and potential service users, their carers and stakeholders in the design and remodelling of this vitally important prevention service. This would help ensure that the new model of service was tailored to the needs of those who would access it. This could be achieved through a comprehensive consultation exercise, which should be the next phase of this project.

Appendix 10

Summary of average attendance at all day centres for older people – 01/01/2007 – 31/12/2007

Day Centre:	Average attendance:				
	Q1	Q2	Q3	Q4	Overall
Static centres:					
Caldwell Court / *Disraeli Court	81 %	69 %	71 %	60 %	71 %
Golden Valley	48 %	43 %	41 %	50 %	45 %
Kington Court	79 %	77 %	79 %	82 %	79 %
Drybridge House	74 %	70 %	60 %	67 %	68 %
Elmhurst	56 %	58 %	59 %	60 %	58 %
Glenton Lodge	51 %	56 %	55 %	51 %	53 %
Ledbury Day Centre	77 %	75 %	71 %	61 %	71 %
Norfolk House	49 %	50 %	49 %	42 %	47 %
Woodside	15 %	18 %	21 %	27 %	20 %
Leominster mobile centres:					
Arkwright Court	43 %	52 %	49 %	58 %	51 %
Canon Pyon	43 %	43 %	41 %	43 %	42 %
Leintwardine	51 %	43 %	35 %	49 %	44 %
Staunton-on-Wye	35 %	38 %	36 %	38 %	36 %
Hereford mobile centres:					
Dinedor	34 %	37 %	44 %	40 %	38 %
Ewyas Harold	31 %	28 %	24 %	34 %	29 %
Kings Cuple	22 %	23 %	18 %	15 %	19 %
Longtown	55 %	43 %	48 %	54 %	49 %
Madley	95 %	97 %	108 %	106 %	102 %
Orcop	73 %	66 %	66 %	76 %	70 %
Sellack	62 %	59 %	68 %	60 %	62 %
Sutton St Nicholas	51 %	49 %	47 %	49 %	49 %
Average occupancy at all centres for period 01/01/07 - 30/12/07					
	54 %	52 %	52 %	53 %	53 %
Average occupancy at static centres for period 01/01/07 - 30/12/07					
	59 %	57 %	56 %	56 %	57 %
Average occupancy at mobile centres for period 01/01/07 - 30/12/07					
	50 %	48 %	49 %	52 %	49 %

*Disraeli Court now known as South Wye.



18 February 2008

Councillor S Bowen
Vice Chairman
Adult Social Care and Strategic Housing Committee
Brokington, 35 Hafod Road
Hereford HR1 1SH

Dear Councillor Bowen

Thank you for your letter dated 8th February 2008. I am delighted to offer my thoughts day care provisions in Herefordshire. I believe that in view of the dynamic changes in the Herefordshire community in general and in response to the changing social policies we need to be creative in our thinking and planning. We need to consider the resources that are already available in our local community.

As a starting point it would be a great idea to have our own venue which will cater for the social needs of our older members. This venue would incorporate foot care, hair dressing, in house catering and a minibus with a dedicated driver.

As Herefordshire is so spread out many individuals have difficulties in travelling to a central venue. The idea here is to undertake the day/ social care in a variety of settings such as pubs, social clubs, sport centres, swimming baths. For the more able members we need to make full use of the venues of Primary and Secondary schools for evening activities.

We need to get our members more involved in the sharing of experiences to school children.

More could be added to this list. This will require a good and effective central coordination from the centre with a band of dedicated volunteers to help with the running of these groups. So the activities can be run on the basis of interest groups, book clubs, gardening groups, knitting and needle clubs, bridge, wine tasting, cooking group, computer club, singing and painting groups.. Why leave Karaoke to the youngsters? Reminiscence through desert island discs format, music appreciation clubs through the building up of a central resource, theatre. The list is endless and the focus on activities based on specific needs of groups. These can be delivered to the villages of Herefordshire.

We do not exploit computer technology and the broadband fully. I firmly think that a web based Herefordshire SILVER FM or alternative would be a great investment and this will keep diverse communities in touch through the medium of local radio. We can ask out creative youngsters to set this up as a project. have enough potential DJs about.

I hope the above would be useful in planning for the challenging times ahead.

Daya Boodhoo

Ref:	Recommendation:	Action:	Timescales:
4.1 (R1)	<p>Health and social care needs are inextricably linked. Services should be designed to meet both health and social care needs. Personal care needs are essential and should be given the same priority as social needs. Laundry services are also an essential requirement for some elderly people and these services should be made available in more day care facilities. The PCT should be involved in the joint funding of day care services, to enable a seamless health and social care service to be delivered.</p>	<p>Re Personal Care: The Shaw Healthcare contracted services at Woodside, Leadon Bank and Waverley House have very good bathing facilities.</p> <p>This contract will be revisited by the Commissioning and Contracts Team, working with the PCT, to explore the possibility of incorporating a bathing facility into the service specification.</p> <p>We will explore any changes to day service provision and community services in line with Intermediate Care and Rehabilitation developments.</p> <p>The PCT has historically contributed to day care services, especially Learning Disabled and Mental Health day care via pooled budget arrangements.</p>	<p>December 2008</p> <p>October 2008</p>
4.1 (R1)	<p>Update:</p>	<p>Re Personal Care: Discussions have taken place with Shaw Healthcare Management re Leadon Bank and Waverley House day service provision. Agreement has been reached that a bathing facility does form part of the service specification for day care, providing it has been identified on the individual's care plan. Bathing will be provided as part of the day service contract.</p>	
4.2 (R2)	<p>Future services must incorporate a diverse range of stimulating activities, to engage with both 'younger' and 'older' older people, and to attract more interest, both from potential service users and volunteers. The complexity of introducing new services alongside the personalisation agenda must be carefully managed, to ensure services won't be out-of-date immediately.</p>	<p>Detailing and mapping of activity currently taking place across all communities within Herefordshire, is being undertaken. This activity will be chronicled and maintained as a database directory.</p> <p>Further refinement of the different pathways and user experiences, for younger and older adults, when using</p>	

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Ref:	Recommendation:	Action:	Timescales:
		<p>day services will be undertaken, to achieve consistency and ensure these pathways effectively meet service specification and achieve outcomes for service users.</p> <p>An understanding of the difference between younger adult activities and older adult activities; what is wanted and how these activities can be best delivered, will be determined through user engagement.</p> <p>All activity will be cross-referenced to the personalisation agenda with on-going monitoring and review of day services, to ensure flexible activities that can be sessional in nature and outcome focused in terms of impact.</p> <p>All activity will be cross-referenced to the outcomes from the Darzi Review for 'Staying Healthy and Independent'.</p> <p>Engagement with volunteer centres in Herefordshire, across both younger and older adult services, will raise awareness of day services and encourage increased volunteer participation.</p>	<p>October 2008</p> <p>July 2008 – November 2008 but ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>July 2008 – November 2008 but ongoing</p>
4.2 (R2)	Update:	<p>As a result of feedback from countywide consultation events, the modernisation programme for day opportunities has been expanded to include all adults. Consultation with existing service users within physical disability services, has taken place and wider consultation is now underway through partnership working with the voluntary sector.</p> <p>New Possibilities are working with the service users at Canal Road to introduce person centred planning. Part of this work is to support them to take up the opportunity to have a personalised budget to enable</p>	

Ref:	Recommendation:	Action:	Timescales:
4.3 (R3)	Because the county's population has a disproportionately high number of older people, which is predicted to rise more rapidly in Herefordshire than elsewhere in the country, the Council needs to invest in quality day care, in order to prepare for a perceived increase in service need.	<p>them to meet their assessed needs.</p> <p>Regular meetings are taking place with existing providers from voluntary and independent sector, to explore news ways of working within the realms of personalisation and individualised budgets.</p> <p>Outcomes have been developed for three of the pilot schemes. These have been linked to the ASC Service Plan and the Darzi Review.</p> <p>Pilot schemes for two of the proposed models have now been agreed in principle and are awaiting sign-off by Director.</p> <p>Links will be maintained with Herefordshire Information and Research Network (HIRN) to keep updated re demographic trends.</p> <p>Referral patterns will be monitored across all Adult Social Care day services and data will be acquired from social work teams re take up of day service places. This information will identify trends in terms of take up and exercise of choice, and will be used to maintain quality and ensure fit for purpose.</p> <p>Further consideration of additional community services and timings for implementation will be influenced by findings from data analysis.</p>	Ongoing
4.3 (R3)	Update:	<p>Trend analysis undertaken re patterns of day service attendance and utilisation.</p> <p>Questionnaire devised for social care workers to identify referral activity to day services and outcomes of such referrals. Now awaiting responses, to enable analysis of data submitted.</p>	July 2008 – November 2008
4.4 (R4)	Although considered 'low level' services, for a certain group, socialisation and the provision of a hot meal are very important. Totality of service is needed, to meet	The implications of making one or more of the models, e.g. Community Mentor and Home Share Schemes, 'low level', preventative and self funding services will	Ongoing

Ref:	Recommendation:	Action:	Timescales:
	<p>all levels of need. This needs to be addressed through future service contracts.</p>	<p>be explored. This would develop opportunities for service users with 'low level' needs who would not meet FACS criteria. (These criteria are currently subject to national review and this review may lead to changes both nationally and locally)</p> <p>It is intended to run some of the models as pilot schemes, to test out their viability, especially in rural locations. Results of the evaluation will influence future commissioning of day opportunities services.</p>	<p>July 2008 – December 2008</p> <p>July 2008 – December 2008</p>
<p>4.4 (R4)</p>	<p>Update:</p>	<p>Early proposals for Home Share pilot schemes were rejected due to the high unit cost, which would have been beyond the affordability of most service users who might have wished to access them.</p> <p>A variant of the Community Mentor Scheme model is one of the pilots that has been agreed in principle. If the pilot proceeds, the findings from the 6-month pilot phase will help determine the feasibility of such a model being delivered as a 'low level', preventative and self funding service.</p> <p>Evaluation of the pilot schemes will then influence future commissioning intentions.</p>	
<p>4.5 (R5)</p>	<p>All staff engaged in the delivery of day care services, must be trained to a higher level, to ensure the quality of service provision. There are some opportunities for appropriate training to be accessed free of charge through training organisations, which would reduce the provider costs to replacement hours. This should then enable the provider to budget for other specific training. The role of volunteers within the new services must be carefully considered. Volunteers should be recognised for the valuable contribution they make and made to feel valued but this contribution should be viewed as additional support rather than place heavy reliance on</p>	<p>A workforce skills audit will be undertaken to assess what training is required, and how any necessary training could be accessed by the service providers at minimal cost. We will link with the Department's Learning and Development Team to review how we can increase the take up of training and support opportunities offered by the Council to providers.</p> <p>A similar skills audit will be undertaken with providers who use volunteers, to establish what type of training they might wish to access, and how this training could be made available, which might encourage increased</p>	<p>September 2008</p> <p>September 2008</p>

Ref:	Recommendation:	Action:	Timescales:
	<p>them for core provision. It is essential that volunteers are offered training to help them develop within their volunteering role.</p>	<p>volunteer participation.</p> <p>Requirements around workforce and volunteer training, with reference to the modernisation agenda, will also be written into any future service specifications and contracts.</p>	<p>September 2008</p>
<p>4.5 (R5)</p>	<p>Update:</p>	<p>A Workforce Development Strategy is being developed in partnership with the PCT.</p> <p>Discussions have taken place with the Contracts and Commissioning Team, to highlight the importance of including training requirements for staff and volunteers in any future service specification.</p>	
<p>4.6 (R6)</p>	<p>Suitable premises must be secured that can accommodate the level of need being supported in that locality. Consideration must be given to the size, layout, heating and accessibility of these buildings. A good sized main hall with various small meeting rooms to enable a diverse range of activities and services to take place simultaneously, would offer service users more choice. Premises must have adequate storage facilities to enable day care supervisors to broaden the range of activities that can be offered, as it would allow ease of setting up and packing away materials and minimise the need to transport equipment and materials to each session. A fully equipped kitchen would add value to services, as meals could be cooked on site, which would offer service users a choice of menu. The aroma of food cooking does whet the appetite in anticipation of the meal to come. This would be a healthier alternative to meal delivery, as the risk of contamination and food temperature falling below food safety standards is substantially reduced.</p>	<p>A template will be produced of the basic minimum requirements for a facility / venue to accommodate quality day services. An audit of all current facilities will be undertaken using this template, to assess suitability for day service provision.</p> <p>Issues and risks re use of current service venues will be documented.</p> <p>A risk matrix will be used to assess any health and safety issues, and prioritise risk control measures in all buildings where services are currently offered. Links with the Council's Asset Management Strategy will be made, to map council owned buildings across the county, to explore suitable potential buildings.</p> <p>It will be ascertained where there are good quality buildings across the County that have on site kitchens or facilities for meal provision, to enable flexible cooking and meal arrangements. Individual Budgets will offer more choice.</p>	<p>September 2008</p> <p>September 2008</p> <p>December 2008</p>

Ref:	Recommendation:	Action:	Timescales:
4.6 (R6)	Update:	<p>Education sites will also be explored for potential links with day services, for meal provision.</p> <p>Site visits have been made to identify which of the current day centre buildings offer the most appropriate facilities. The findings have influenced the recommendations contained within the trend analysis report.</p>	December 2008
4.7 (R7)	<p>In order to provide 'low level' preventative services locally for people in such a sparsely populated rural county, local amenities should be utilised, such as pubs and village halls, and links should be forged between day care services, nurseries and schools. Links should also be made with voluntary organisations, e.g. the U3A, to maximise choice and minimise costs. Localised services would reduce the distances having to be travelled currently, cutting transport costs, and would lengthen the duration of the day care session.</p>	<p>The Community Regeneration Team holds a list of village halls and community buildings in Herefordshire and is developing an online resource, providing details of village halls to provide booking details which will be available to council departments, other service providers and members of the public. It is also in the process of mapping certain other essential services, although this work would need to be expanded if it is to include pubs etc.</p> <p>There is a strong case to develop a brokerage role between existing venues and service providers, to ensure more effective delivery of services in rural areas.</p> <p>A need has also been identified to develop a comprehensive directory of information which can be used by service providers and users of services, including carers. There is an existing online database of community and voluntary groups, Findgroups.org; and ABLE's printed directory of resources for disabled and vulnerable people. However, neither provides a comprehensive list of information and services available and there is potential to review both of these tools to ensure more effective provision of information on services across the County.</p> <p>In order to pursue these initiatives, a financial plan will be developed outlining costs.</p>	July 2008 – December 2008

Ref:	Recommendation:	Action:	Timescales:
4.7 (R7)	Update:	Education services will also be included, to explore potential and mutually beneficial links with day services, for work experience and volunteering activities.	July 2008 – December 2008
4.8 (R8)	Transport provision must be more securely arranged with more equitable availability. Effective engagement with community transport schemes would help address this issue and possibly reduce costs. The Review Group recommends that the transport strategy should be looked at for all services, not just day care. There is a need to determine who is responsible for this strategy and identify the timescales for delivery. However, due to the urgent need to address the issue of transport for day care, the Review Group acknowledges that this element of the transport strategy will have to be prioritised by the Prevention Services Project Team, possibly as a pilot scheme, which would then fit in to the overall transport strategy.	Links will be made with the Corporate Transport Strategy steering group, to ensure that day services are included within the overall transport review. The Adult Social Care Transport Section has recently appointed a transport planner, to oversee transport provision. The transport planner will conduct a review of transport provision within day services as part of this new role. Increased use of community transport will be championed through engagement with community transport providers, to seek ways of streamlining activity. Reliance on expensive transport systems will be reduced. This process will begin with analysis and costing of current spending on day services. Fee structures will also be looked at.	September 2008 October 2008 Ongoing August 2008
4.8 (R8)	Update:	A review of transport provision within day services is being carried out by the Transport Team and is well underway. Community Transport Scheme providers have been invited to attend a forthcoming consultation event and engage with the day service modernisation process.	
4.9 (R9)	The current ad-hoc access to day care must be addressed for future services. There must be a clear assessment process that all social care workers and	Access to all social care services is being reviewed as part of the work to develop personalisation and the use of Individualised Budgets.	September 2008

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	providers adhere to. This process must be needs led rather than client / age specific and must focus on prevention services.		
4.9 (R9)	Update:	In addition to the above review of access to all social care services, a recommendation has been put forward within the trend analysis report, to create a formal brokerage role for day service access.	
4.10 (R10)	Bromyard should have the same access to day care services as other market towns.	An action plan will be developed to address this recommendation. First steps will include the undertaking of a demand analysis / needs analysis within the Bromyard area. Links will be made with social work locality teams to support this process and the Council's Public Contact Team will be asked to assist with the work.	September 2008
4.10 (R10)	Update:	Findings will feed into the commissioning strategy. Links have been made with Age Concern, Bromyard, to utilise their Charity Log database to help identify need within that area. The social care worker questionnaire re referral activity to day services will also help support the needs analysis. It is planned to run one of the pilot schemes in Bromyard, to test out the level of interest in that locality.	
4.11 (R11)	Resource centres, to include adult education, should be developed as a hub for the wider community. These centres could be utilised by the health sector, voluntary organisations and adult social care to offer seamless services for all adults. The Council should look at the Tanbrook Centre, as a model for this.	The possibility of deploying model 4 into market towns across the County will be explored. Links to be made with services provided for other service user groups, e.g. Learning Disabilities, to pursue joint provision. A model of outreach from community buildings to access community activities to be explored.	July 2008 – December 2008 August 2008
4.11 (R11)	Update:	The 3 strands of project work for day service modernisation have now been linked to ensure that any	

Ref:	Recommendation:	Action:	Timescales:
4.12 (R12)	There should no longer be any involvement with long-term block contracts, as service needs change dramatically over a short period of time. The maximum duration should be a rolling three-year block contract but with built in flexibility to allow for market changes.	<p>future development of service has a more holistic, integrated and inclusive approach. Links have also been made with mental health teams to ensure the needs of this service user group are not overlooked.</p> <p>An analysis of current day care contracts was undertaken in August 2007. This looked at contract duration, type and service specifications.</p> <p>We need to ensure a balance between flexibility and sustainability for providers. To achieve this it is expected that the majority of contracts will be for a maximum of 3 years and are likely to be a mixture of spot and block type contracts</p>	December 2008
4.12 (R12)	Update:	Discussions continue to take place with the Contracts and Commissioning Team, to work on the development of an appropriate service specification and contract for future services, though it is expected that the majority of future service will be accessed directly from providers by service users through their individualised budgets.	
4.13 (R13)	A formal recommendation is made to review all existing day care contracts, to establish what the under-utilisation of day care services is costing the Council. This applies in particular to the 30-year Shaw Healthcare contract, as any remodelling of service will be restricted by the terms of that contract. Action must be taken to increase utilisation of Shaw Healthcare day care services as an urgent priority. When considering the personalisation agenda, all services will need to improve their quality and market themselves, in order to attract personalised budget holders. Shaw Healthcare needs to be more flexible in approach to service provision, to maximise take-up of places and reduce	<p>Levels of utilisation across all Adult Social Care funded day services (to include older adults, learning disability, physical disability and mental health settings) should be part of regular management information. Analysis will help determine where there is under-utilisation and what action will then be taken based on the findings.</p> <p>Those sections of the Shaw Healthcare contract, as it relates to day services, will be shared with Scrutiny Review Group Members.</p> <p>Further work on the Shaw Healthcare contract, as it relates to day services, to enable a more robust</p>	<p>September 2008</p> <p>August 2008</p> <p>September</p>

Ref:	Recommendation:	Action:	Timescales:
	the number of vacancies that Adult Social Care are currently paying for.	analysis of value for money considerations will be undertaken. Meetings will be arranged, to engage with Shaw Healthcare and explore innovative ways of utilising existing day service contracts, to develop a more flexible approach to service provision.	2008 July 2008
4.13 (R13)	Update:	Meetings are taking place with Shaw Healthcare to agree appropriate ways of utilising capacity within the day service contracts. The recommendations contained within the trend analysis report, if approved, will help to maximise day centre occupancy overall by rationalising service provision. Migration of services from poorly attended centres in to the Shaw Healthcare Day Centres will help maximise occupancy and reduce the number of vacancies being paid for.	
4.14 (R14)	Remodelled day care services must be provided more cost-effectively than current services, to ensure that these new service models are affordable for all service users including those on low incomes. Service users must not be expected to subsidise these services through fund-raising activities such as raffles. Any plans to introduce personalised budgets must take account of the additional costs levied on service users, e.g. meal provision and transport.	All activities regarding the modernisation of day opportunities and this Scrutiny Review, and any recommendations arising from the review will be linked to the work being undertaken on the personalisation agenda and development of the Resource Allocation System (RAS) formula.	June 2008 – April 2009
4.14 (R14)	Update:	Close links are being maintained with the Challenge Team, to ensure all activity connected to modernisation of day services feeds into the personalisation agenda. Links are also being maintained with the Fairer Charging Team, to ensure any policy changes do not unfairly disadvantage day service users.	
4.15 (R15)	The emerging themes from the recent public consultation events must be taken into consideration	Consultation on the proposed models continues to take place and model development will progress with	Ongoing

Ref:	Recommendation:	Action:	Timescales:
	when remodelling day care services, to ensure they are needs led and service user focused.	<p>service users having an input into service development.</p> <p>Relevant service user group representatives will be invited to the next planned stakeholder consultation event, to meet and engage with other stakeholders. Their input will help shape the proposed models and ensure that the schemes to be taken forward to the commissioning stage are needs led and service user focused.</p>	July 2008
4.15 (R15)	Update:	<p>Stakeholder consultation event scheduled for 04/12/08, to update representatives with progress of the modernisation programme.</p> <p>Wider consultation with younger adults is planned with support from voluntary sector organisations, to ensure effective engagement with disabled and vulnerable adults.</p> <p>All findings will feed into the modernisation strategy.</p>	
4.16 (R16)	The Review Group should look at day care services again in twelve months time, to see which, if any, of the pilot schemes are working and consider their effectiveness, and if possible implement those that prove effective.	<p>Given the nature of change under consideration and the importance of issues raised, the Scrutiny Review Group is asked to consider whether 6-monthly reporting cycles are more appropriate than a 12-month cycle.</p>	September 2008 – April 2010
4.16 (R16)	Update:	This report has been provided as a response to the above recommendation.	

