

AGENDA

Adult Social Care and Strategic Housing Scrutiny Committee

Date: **Monday 13 December 2010**

Time: **9.30 am**

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

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

For any further information please contact:

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

Membership

Chairman	Councillor PA Andrews
Vice-Chairman	Councillor AE Gray
	Councillor ME Cooper
	Councillor H Davies
	Councillor BA Durkin
	Councillor MJ Fishley
	Councillor KS Guthrie
	Councillor MD Lloyd-Hayes
	Councillor JE Pemberton
	Councillor GA Powell
	Councillor RV Stockton

Non Voting	Mr R Kelly	(Voluntary Sector)
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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.

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AGENDA

		Pages
1.	APOLOGIES FOR ABSENCE To receive apologies for absence.	
2.	NAMED SUBSTITUTES To receive details of any Member nominated to attend the meeting in place of a Member of the Committee.	
3.	DECLARATIONS OF INTEREST To receive any declarations of interest by Members in respect of items on the Agenda.	
4.	MINUTES To approve and sign the Minutes of the meeting held on 24 September 2010.	1 - 6
5.	SUGGESTIONS FROM MEMBERS OF THE PUBLIC ON ISSUES FOR FUTURE SCRUTINY To consider suggestions from members of the public on issues the Committee could scrutinise in the future.	
6.	REVENUE BUDGET MONITORING REPORT 2010/11 To advise the Committee of the financial position for Adult Social Care and Strategic Housing revenue budgets for the period to 30 th September 2010. The report lists the variations against budget at this stage in the year and a projected outturn for the year.	7 - 22
7.	HEREFORDSHIRE 2010 JOINT STRATEGIC NEEDS ASSESSMENT (JSNA) To draw the Committee's attention to aspects of the 2010 JSNA.	23 - 34
8.	AUDIT COMMISSION INSPECTION REPORT To receive a report on the Audit Commission Inspection report.	35 - 76
9.	REVIEW OF THE EXECUTIVE'S RESPONSE TO THE SCRUTINY REVIEW OF HOME CARE SERVICES To provide an update and timetable for the Executive response to the recent Scrutiny Review of Home Care in Herefordshire.	77 - 78
10.	ADULT SOCIAL CARE PERFORMANCE MONITORING 2010/11 To provide an updated report on progress in achieving national performance indicator targets and other local performance indicators in Adult Social Care within the Integrated Commissioning Directorate.	79 - 88
11.	STRATEGIC HOUSING SERVICE PERFORMANCE MONITORING 2009/10 To report on the national performance indicator positions within the Strategic Housing Service within the Sustainable Communities Directorate.	89 - 94
12.	ACTION PLAN MONITORING: THE SCRUTINY REVIEW OF THE SUPPORT TO CARERS IN HEREFORDSHIRE To inform the Committee of progress in implementing the Action Plans arising from the Scrutiny Review of the Support to Carers in Herefordshire.	95 - 104
13.	COMMITTEE WORK PROGRAMME To consider the Committee's Work Programme.	105 - 108

PUBLIC INFORMATION

HEREFORDSHIRE COUNCIL'S SCRUTINY COMMITTEES

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

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

The principal roles of Scrutiny Committees are to

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

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

PUBLIC INFORMATION

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You can contact Councillors and Officers at any time about Scrutiny Committee matters and issues which you would like the Scrutiny Committees to investigate.

There are also two other ways in which you can directly contribute at Herefordshire Council's Scrutiny Committee meetings.

1. Identifying Areas for Scrutiny

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

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

2. Questions from Members of the Public for Consideration at Scrutiny Committee Meetings and Participation at Meetings

You can submit a question for consideration at a Scrutiny Committee meeting so long as the question you are asking is directly related to an item listed on the agenda. If you have a question you would like to ask then please submit it **no later than two working days before the meeting** to the Committee Officer. This will help to ensure that an answer can be provided at the meeting. Contact details for the Committee Officer can be found on the front page of this agenda.

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

Remits of Herefordshire Council's Scrutiny Committees

Adult Social Care and Strategic Housing

Statutory functions for adult social services including:

Learning Disabilities

Strategic Housing

Supporting People

Public Health

Children's Services

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

Community Services Scrutiny Committee

Libraries

Cultural Services including heritage and tourism

Leisure Services

Parks and Countryside

Community Safety

Economic Development

Youth Services

Health

Planning, provision and operation of health services affecting the area

Health Improvement

Services provided by the NHS

Environment

Environmental Issues

Highways and Transportation

Strategic Monitoring Committee

Corporate Strategy and Finance

Resources

Corporate and Customer Services

Human Resources

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- Inspect minutes of the Council and all Committees and Sub-Committees and written statements of decisions taken by the Cabinet or individual Cabinet Members for up to six years following a meeting.
- Inspect background papers used in the preparation of public reports for a period of up to four years from the date of the meeting. (A list of the background papers to a report is given at the end of each report). A background paper is a document on which the officer has relied in writing the report and which otherwise is not available to the public.
- Access to a public Register stating the names, addresses and wards of all Councillors with details of the membership of Cabinet and of all Committees and Sub-Committees.
- Have a reasonable number of copies of agenda and reports (relating to items to be considered in public) made available to the public attending meetings of the Council, Cabinet, Committees and Sub-Committees.
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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 Adult Social Care and Strategic Housing Scrutiny Committee held at The Council Chamber, Brockington, 35 Hafod Road, Hereford on Friday 24 September 2010 at 9.30 am

Present: Councillor PA Andrews (Chairman)
Councillor AE Gray (Vice Chairman)

Councillors: BA Durkin, MJ Fishley, KS Guthrie, MD Lloyd-Hayes,
JE Pemberton, GA Powell and RV Stockton

In attendance: Councillors LO Barnett, WLS Bowen, PJ Edwards and Mr R Kelly (Voluntary Sector Representative)

24. APOLOGIES FOR ABSENCE

Apologies were received from Councillors M E Cooper and H Davies.

25. NAMED SUBSTITUTES

There were no named substitutes.

26. DECLARATIONS OF INTEREST

Councillor AE Gray declared a personal interest as a provider of provisions for people with learning disabilities.

27. MINUTES

RESOLVED: That the Minutes of the meeting held on 26 July 2010 be confirmed as a correct record and signed by the Chairman.

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

There were no suggestions from members of the public.

29. REVENUE BUDGET MONITORING REPORT 2010/11

The Committee received a report on the financial position for Adult Social Care and Strategic Housing revenue budgets for the period to 31st July 2010.

The Principal Accountant reported that the outturn position for Adult Social Care had benefited from the injection of £2.2m of contingencies and reserves from the central budget. This additional funding was shown as a reduction in spend. Within the budget, it represented a recurrent addition of £1.7m. The budget had not yet been fully allocated as the compliance process associated with the virements had yet to be finalised.

There remained a budget deficit of £2.2m which needed to be recovered by 31st March 2011. The outturn position already included a number of measures within the recovery plan and further work was required in order to achieve a balanced budget.

She went on to say that there were additional pressures within Home Care and Respite Care. As a result, the Charging Group had met and was looking at ways of maximising the amount of money to be charged for services in order to be able to be in a position to recover all costs. A paper outlining the proposals would be brought to the Committee at its next meeting.

The Principal Accountant went on to say that there had been a more effective use of contract voids with a reduction from the position reported in July. As a result, savings of £13k had been made over the two month period to September. Work was also being undertaken on out of County placements, and the Council had been successful in its appeal to the Home Secretary regarding a placement in North East Somerset for which that Authority had not accepted its responsibilities. It had assumed that the Council would be able to backdate and recover three years of costs for a client with physical disabilities who now resided in North East Somerset. It was ruled, however, that the claim could be backdated for five years, providing the Council with an additional £63k.

In reply to a question, the Acting Director of Adult Social Care said that local authorities were subject to 'Ordinary residence' regulations whereby if a service user placed in residential care in another (host) authority chose to become a resident (living in their own accommodation) in that other host authority the host authority were liable for their care package. This had not been honoured by North East Somerset, and the Council had been forced to go through the Local Government Ombudsman to the Secretary of State in order to sort recompense. The Council did not aggressively pursue 'ordinary residence' in its own region as there were more people placed in the County from authorities in the West Midlands who had opted to move from Homes into the community, than people from Herefordshire placed into other local authorities..

The Principal Accountant went on to say that, when staff had been transferred to Shaw Healthcare, the Council were responsible for additional payments for job evaluations. The payment would change as a result of staff turnover, and the Council only had a responsibility for those who continue on their existing terms and conditions. It was anticipated that the commitment for the year would be reduced once this process had been completed. The Accountancy team were working with Shaw Healthcare but were still awaiting essential payroll information.

She went on to say that further models of recovery within the service were being worked on. These included the tightening up of procedures, changes in service delivery and disinvestment options.

In the ensuing discussion, the following points were made:

- That the disinvestment in Meals on Wheels mentioned in the report was in regard to a particular project, and the service would continue to be delivered in this area, but in a different way.
- That whilst any additional care packages would reduce the value of savings made in the budget, it was important that this should be mitigated against by investment into reablement services by the Joint Commissioning Team.
- That detailed modelling had been undertaken in order to understand how the costs built up in the Learning Disabilities care market. There had been an increase in those taking up personalised budgets, and an overall decrease in those in residential care. The vast majority of those with moderate needs had found alternative accommodation. There was an increased number of people with complex needs coming into the system, and these packages could cost up to £3k a week. There was an increase in the general level of need, as there were more

people reaching adulthood with profound disabilities. It also had to be borne in mind that as those with disabilities aged, their needs became more complex.

- The Acting Director said that the entire Social Care Service had been analysed for any further possible savings. Areas that had been looked at included eligibility criteria, reablement care, and contract review to ensure that the correct care was being provided to the service user. Even with these initiatives, it was unclear as to how the overspend could be reduced.
- That the day care voids in the Shaw Healthcare contract currently stood at around 40-50%. There was no mechanism within it which allowed for termination of the thirty year contract except by poor performance on the part of Shaw Healthcare. There was also no onus on Shaw Healthcare to close the gaps on the voids. The initial contract had been set up as a property rather than a service contract. Negotiations were in hand in order to change the nature of the service to one that would be used by service users who increasingly would have personalised budgets
- The Cabinet Member (Adult Social Care, Health and Wellbeing), added that she had spent the last four years trying to resolve this issue, and the matter was being handled by the Legal Department.
- The Cabinet Member went on to say that whilst the integration of services between Health and Social Care was progressing, it was clear that IT linked to this area would not be inexpensive, and that the outlay would continue to be significant. It would be necessary to go over all decisions pertaining to IT in order to ensure that it functioned correctly at the different locales across the County.
- In reply to a question, the Acting Director said that the Council was planning for a cut in budgets of 25% for the coming year, and a reduction to Social Care of £6m over the next four years. All possible avenues had been considered, and the only solution available for dealing with this was likely to be service cuts and staff redundancies

RESOLVED

That:

- a) The Committee noted the efforts that were being made by the Service to stay within budget, but it was considered that the basic budget for this demand led service remained inadequate and it was unlikely that the deficit would be reduced significantly by the end of the financial year; and;**
- b) The Committee noted with dismay and disappointment the length of time that discussions with Shaw Healthcare had taken; and;**
- c) areas of concern continue to be monitored.**

30. SCRUTINY REVIEW OF HOME CARE IN HEREFORDSHIRE

The Committee noted the findings arising from the Scrutiny Review of Home Care in Herefordshire.

The Vice Chairman thanked the Service Redesign Officer for providing her expertise, which had made the undertaking of the Review much easier. Care providers and carers had been interviewed, and both groups had been open in their concerns. In the ensuing discussion, the following points were raised:

- As a result of changes to the Supporting People funding, it was unlikely that services would be provided for people with low level needs in the future, and alternative ways of providing basic home care services such as shopping were being considered. Discussions were in hand with alternative providers, in conjunction with supermarkets.
- That there was a Providers Forum that allowed Care providers to provide feedback to the Council. There was a good relationship with providers.
- That the savings from the Electronic Monitoring System were based on those reported by other Councils, and were on the conservative side.
- That the new Integrated Intermediate Care Team would be staffed by PCT therapists and those currently employed on the social care reablement team (STARRS). Where this service was called upon by other health care professionals such as GP's, costs would be covered by Section 75 Agreements.

RESOLVED:

That:

- a) the report of the Home Carer Scrutiny Review Group, in particular its recommendations, should be approved and be submitted to Cabinet.**
- b) subject to the Review being approved, the Executive's response to the Review including an action plan be reported to the first available meeting of the Committee after the Executive had approved its response; and**
- c) a further report on progress in response to the Review be made after six months with consideration then being given to the need for any further reports to be made.**

31. PROCUREMENT OF MENTAL HEALTH SERVICES - UPDATE

The Committee received a report on the progress of the Mental Health Procurement Project.

The Acting Director of Adult Social Care reported that the Interim Director of Joint Commissioning would undertake the leadership of this project. There was a competitive dialogue process in hand which was very labour intensive. It did mean, however, that the Council would secure a compatible partner as a result. The process had produced a productive exchange of ideas as the bidders had been encouraged to develop detailed solutions to issues.

There was no intention to TUPE the existing mental health service staff into the employ of the new bidder. They would be seconded, however, and their positions reviewed after a year. There were two bidders left in the process as two of the other ones had dropped out in the previous six months.

The Council and PCT were currently in the final round of dialogue with the bidders, and it was expected that there would be a decision at the PCT Board meeting in December. Staff would require 90 days notice of the changes, but she was optimistic that the new service would be in place for the deadline of 1 April 2011. There were contingency plans in place should they be required.

RESOLVED: That the Committee note the progress and risks associated with the Mental Health Procurement Project.

32. ADULT SOCIAL CARE PERFORMANCE MONITORING 2010/11

The Committee received a report on the progress toward the achievement of national performance indicator targets and other local performance indicators for Adult Social Care within the Joint Commissioning Directorate.

The Acting Director of Adult Social Care reported that the Council was not performing well on NI 130 (Social Care clients receiving Self Directed Support), which was largely as a result of the lack of a finance system compatible with the Frameworki IT system. The Service might consider offering banded budgets, rather than detailed allocations as a contingency measure until the IT support was available. In reply to a question, she concurred that the Council was also dependant on the Service User group: some were keen to take up personalised budgets, whilst other, usually older users, were less interested in employing people. Advice from the Care Quality Commission was that the Council should offer an advocacy and brokerage system for older users. This would result in a significant increase in cost.

The Acting Director went on to say that there had been a slight dip in performance of NI 132 (timeliness of social care assessments) in the last month. This was as a result of the success of the Safeguarding Team in raising awareness and generating cases, but could not be counted as part of this indicator.

In the ensuing discussion the Acting Director said that it was her understanding that the finance module associated with Frameworki would be installed on 4 October, and that once this was in place, it would be possible to start populating the model in order to make it work. Commitment accounting was an important provision for the Service, and it would not be possible to bring an EMS system into operation without it.

RESOLVED

That

- (a) progress in managing performance towards achieving targets be noted; and;**
- (b) areas of concern continue to be monitored.**

33. HOMES AND COMMUNITIES PERFORMANCE OUT- TURN TO JUNE 2010

The Committee received a report on the progress toward the achievement of national performance indicator targets and other local performance indicators for Homes and Communities within the Sustainable Communities Directorate, and to consider subsequent plans to improve performance in 2010/11.

RESOLVED

That:

- a) the report be noted; and;**
- b) areas of concern should continue to be monitored.**

34. COMMITTEE WORK PROGRAMME

The Committee noted its Work Programme.

RESOLVED: That the work programme be approved and reported to the Overview and Scrutiny Committee.

The meeting ended at 11.30 am

CHAIRMAN

MEETING:	ADULT SOCIAL CARE AND STRATEGIC HOUSING SCRUTINY COMMITTEE
DATE:	6TH DECEMBER 2010
TITLE OF REPORT:	REVENUE BUDGET MONITORING REPORT 2010/11
PORTFOLIO AREA:	ADULT SOCIAL CARE, HEALTH AND WELLBEING

CLASSIFICATION: Open

Wards Affected

County-wide

Purpose

- 1 To advise the Committee of the financial position for Adult Social Care and Strategic Housing revenue budgets for the period to 30th September 2010. The report lists the variations against budget at this stage in the year and a projected outturn for the year.

Recommendation(s)

THAT

- (a) **the report be noted;**
and;
- (b) **Ensure that the delivery of the recovery plan to mitigate the level of overspend takes place.**

Reasons for Recommendations

- 2 To enable the Committee to carry out its function in relation to the Adult Social Care and Strategic Housing revenue budget for 2010/11.
- 3 A detailed Budget Monitoring Report to 30th September 2010 is attached at Appendix 1 for Members' consideration.
- 4 The Adult Social Care budget sits within the Integrated Commissioning Directorate whilst the Strategic Housing budget sits within the Sustainable Communities Directorate.
- 5 The summary position is set out in the table below, and provides the current view of forecast outturn which was predicted throughout the year. The forecast outturn for September is predicting a £3.81m overspend for Adult Social Care and Strategic Housing to come in on budget.

	Annual Budget £000	Sept 10 Net Forecast (Over)/Under spend £000
Older People	13,190	(2,016)
Learning Disabilities	11,612	(1,607)
Physical Disabilities / Sensory Impairment	3,896	(1,293)
Mental Health	7,407	(917)
Section 75 Arrangements	936	(69)
Adults	(160)	2,093
Commissioning Directorate	1,620	0
Other Services	2,032	(5)
Supporting People	0	0
Total as per finance ledger	40,533	(3,814)
Anticipated Budget Allocation (ABG)	2,864	0
Total	43,397	(3,814)

Note: Other Services include Public Contact, Provider Services, Intermediate Care Needs Analysis and Transport.

Adult Social Care

6. The September forecast is a net overspend of £3.81m. This is based on existing commitments projected forward in combination with a realistic forecast of the recovery measures of £2.008m (see Appendix 3). During August virements from corporate were undertaken, £200k was transferred for safeguarding, which is included in the 'Other Services' area above and £2.019m budget was transferred which is included in the 'Adults' section in the above table. This will be allocated to the service areas.
7. The new standard rate for residential care has now been implemented. The payments to providers have been backdated to the 1st April 2010. This resulted in a further in year cost pressure of circa £500k. which was to be funded by the reduction of voids and use of contract inflation built into the budget setting.
8. **Changes since the last report.**

There has been an increase from July's projection by £1.554m, this is due to:

Older People increase of (£11k):

- Increase in Domiciliary care packages approved (£113k),
- Increase in the number of residential (8) and nursing care packages (4) costing (£103k),
- Staffing costs have increased due to agency staff employed to cover vacancies (£17k) over and above the vacancy budgets,
- Savings in Personal Budgets, no new packages have been taken up, resulting in a saving of £222k

Learning Disabilities increase of (£325k):

- Increase in Domiciliary care hours approved above those included in the budget (£318k),
- There has been 1 residential package approved not originally included in the budget. This was a high value transition service user (£74k),

- 7 new Personal Budgets have been approved above budget (£102k)
- There have been savings in the block contracts £122k. As homes deregister, clients are reassessed and their contributions have increased,
- Savings in contracts placed with voluntary organisations £47k due to contracts ending.

Physical Disabilities increase of (£323k):

- Increase in Domiciliary care packages (£303k),
- Increase in the approval of Carer's breaks (£45k)
- Increase in 1 direct payment after a review of a client (£12k)
- Increase in the standard rates for residential & nursing care homes (£14k)
- There is a saving of 1 package in supported accommodation £19k. The non take up of a head injuries place has saved £24k. Personal Budgets have been less than originally included in the budget, thus saving £8k

Mental Health increase of (£845k):

- Increase in Domiciliary care packages (£314k). This includes some expensive intensive care packages with 'action4housing'. These will be reviewed on a regular basis.
- Increase in the number of residential and nursing care packages has not reduced by the number anticipated in the budget, thus overspend anticipated (£121k). At the start of the year there were 209 packages, anticipated to fall to 186 by the end of September. The actual number has fallen to 202, 16 clients above budget. Part year backdated packages totalled (£46k)
- Increase in the standard rates for residential and nursing care homes (£327k)
- There has been an increase in the use of respite (£38k)
- The number of Carer's breaks provided has increased (£72k)
- Personal budgets are 3 below the budget at the end of September, saving £41k, there is also a £32k saving for 1 drug and alcohol package not utilised.

Section 75 increase of (£9k):

- Increase in purchase of equipment for the Community Equipment Store (£9k)

Other (£41k) increase:

- The implementation of the EMS system was included in the recovery plan assuming a saving this financial year of £120k. Because of the phased set up and implementation, the savings are more likely to be realised next financial year. Thus the recovery plan was reduced by (£120k)
- There was an increase in budget from reserves to cover the payment of the Supporting People OCC maintenance £18k
- Savings have occurred due to the delay in filling the Self Directed Support Officer post, £26k, and vacant posts within the Intermediate Care Team £35k.

Full Year Projections include:

9. Older People predicted overspend for the year is £2,016k.

- The numbers of residential and nursing care packages are rising over and above the

expected demographic increase of 3% and more expensive packages put in place due to more complex needs. Last financial year resulted in an over spend of £221k. Year to date there have been 4 new nursing and 8 new residential packages resulting in a predicted overspend of £160k.

- Domiciliary care was over spent by £1m last financial year and therefore 2010/11 base budgets were increased to reflect this plus an additional 5% was built in for demographic increase. The year to date overspend is £161k, which is a result of an increase in homecare hours delivered by 25% compared to the same period last year. It is anticipated that these packages will continue resulting in an overall overspend of £391k.

10. Learning Disabilities anticipated to be £1,607k over spend.

The full year anticipated over spend relates to increased costs in:

- The use of expensive packages for clients with more complex needs. This was a burden last financial year and these packages will continue. It is assumed an 8% increase in the number of clients supported in the 2010/11 budget along with the assumption that there will be additional transitions packages. There is an, underspend anticipated of £138k due to the expectation that more clients would move into Supported Accommodation and their contributions increased. During September there were 2 high value packages approved costing (£192k) for the rest of the year. The full year projection is now predicting an overspend of (£54k)
- As the Personalisation Programme is more widely known and promoted allowing greater choice and flexibility to meet care needs, there has been an increase in the number of new clients choosing to take personal budgets. In 2009/10 the number of clients taking up personal budgets increased from 36 to 53. The increase built into the assumption for 2010/11 is for a further 15%, increasing the number to 61 packages. The number has already reached 73, 16 above budget giving an overspend of (£145k). Direct Payments are predicting £33k underspend. Direct Payment packages are costing less than anticipated year to date with surpluses being refunded.
- Domiciliary Care. Packages have increased year to date. Year on year the number of hours has increased by 38% to September, therefore the yearly forecast has been adjusted to reflect this, predicted (£277k) over spend.
- There are currently 17 long term carers over the age of 80 supporting Learning Disability clients and potentially would be unable to care for the clients putting pressure on the Learning Disability budget. Potential pressure of (£78k) for future years
- The impact of the changes in criteria for ILF funding has been built into the projections. It has been assumed that no new cases will gain funding and no inflation will be applied to current packages, built into the forecast (£43k)

Supporting People

11. The final outturn for 2009/10 gave an, underspend of £2,672k which has been carried forward into 2010/11.
12. For 10/11 the underspend will be allocated as follows:

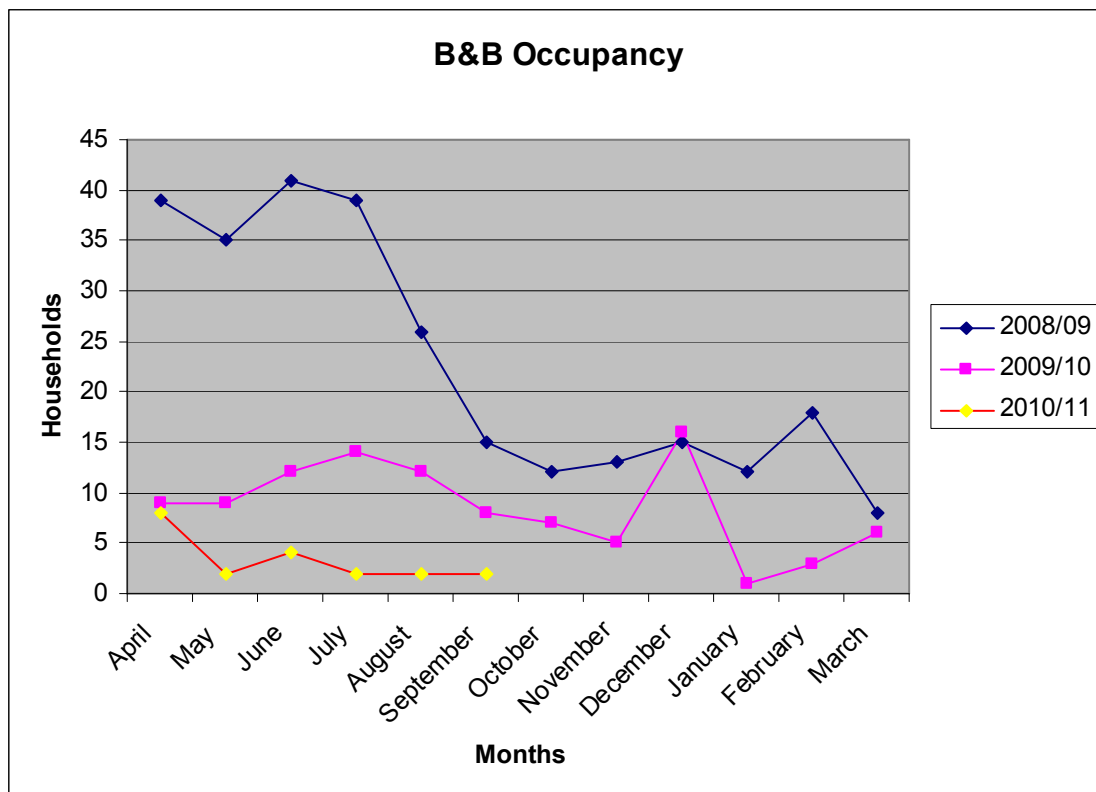
Pilot Projects	£542k
Social Care SLA	£500k
Additional Social Care SLA	£595k
Shortfall in current commitments	£735k

This leaves an underspend of £300k. The Council is reviewing current expenditure to ensure it maximises funding from Supporting People and it is currently underway.

13. Integrated Commissioning are met with providers at the Supporting People forum on the 11th November 2010 and will be working with the providers to assess existing contracts, analyse impact of any proposed changes in service and develop commissioning intentions from 2011/12. This will be done closely with Transition Board and the Herefordshire Partnership Working Groups.

Strategic Housing

15. The 2010/11 Budget for Strategic Housing has increased by £37.5k to £1,846k. This is due to the receipt of the general contribution from Social Care towards the running costs of the Handyman Service, which sits within the Private Sector Housing Team. The work undertaken by this team enables and supports people to remain in their own homes. Examples of the work undertaken by this team include the fitting of grab rails and showers and the carrying out of minor repairs and security improvements.
16. Strategic Housing is projected to spend to budget.
17. The graph below shows the occupancy of Bed and breakfast at the end of each month in 2008/09, 2009/10 and 2010/11 to date. As can be seen the use of B&B is significantly lower in the first six months of this financial year compared to the same period in either 2008/09 or 2009/10.



20. The following table illustrates that the reduction in total B&B numbers which started in the last half of 2008/09 was sustained through 2009/10 and into the beginning of 2010/11. As at the end of September 1 family with children and 1 single person were in receipt of bed and breakfast.

Category	April	May	June	July	Aug	Sept
Families with children	1	1	1	0	0	1
Other(couples, siblings)	0	0	0	0	0	0
Single	7	1	3	2	2	1
Total	8	2	4	2	2	2

Adult Social Care Recovery Plans

21. **Recovery Plans for 2010/11:**

Detailed Recovery Plan is included in Appendix 3

22. Recovery Plan Actions already achieved and within projections include:

- Capitalisation of Community Equipment £4k
- Surpluses regained from deferred payments £43k

23. Further measures identified for present and future financial stability include:

- Supported Living - A review of costly Learning Disability packages where opportunities exist to transfer clients into supported living.
- Review all expensive out of county placements - Service Managers are currently working on agreeing clients that may meet the criteria and review high cost packages that may benefit from other care options. Mental Health has produced a detail report of all Out of County placements. There maybe some clients that could benefit but it is unlikely to produce any savings this financial year.
- Review Personal budgets where costs exceed previous client packages.
- Charges on property - The exchequer team is looking at ways of ensuring that the charges on property are attributed effectively and efficiently. The team are implementing processes for the automatic default to legal charge on property on admission to residential care. This will assist in the reimbursement of the cost of packages to be more effectively and promptly reclaimed.
- Review in-house services - Plans to improve efficiency and value for money for all Council provided services.
- Training on the fair funding calculator is underway with care managers and social workers. This will assist them in having more accurate cost information on what type of package cost should be appropriate for a specific clients need. This is likely to achieve cost savings in 2010/11.
- Extensive use of telecare as a first response to reduce the dependency on personal care. The Telecare Steering Group is looking at modelling the service within all service areas, investigating areas that would benefit from extra capacity.
- Charging policy review. The charging group met in September to review current charging policy and areas that could be considered. A proposal is being written for review.
- New ways of working. Telecare and self assessment.

Further Pressures

- Safeguarding. £200k budget has been approved to cover the Safeguarding Team. The current cost for the team is estimated to be £248k. There remains a pressure on the social work teams as the numbers of referrals have increased. However it is usual in other areas for other agencies to contribute to the cost of safeguarding and Herefordshire does not receive contributions from other agencies.
- Due to the decrease in grant funding by Central Government the partnership are reviewing all uncommitted Area Based Grant expenditure; Mental Health Capacity £52k, ASC Workforce £100k, LDDF £24k and £330k Supporting People underspend. Which may, be re-allocated to other areas

- Legal challenge for Tenancy Agreements. There is currently a case proceeding through the courts challenging the capacity of understanding of a learning disability client to complete a tenancy agreement. The outcome could set a precedent and the financial impact will mean the inability to claim housing benefit. This will result in the transfer of client back into registered care.
- Reduction in Supporting People Services. Following contract review there has been a reduction in contracted hours for support such as the `shopping service` which has led to an increase in homecare hours put forward to panel.

A recovery plan of £2.008m was developed by the Acting Director of Adult Social Services to support the delivery of the current overspend.

Financial Implications

25. These are contained in the body of the report.

Legal Implications

26. None

Risk Management

27. The risks are set out in the body of the report in terms of the potential over spend. The report notes the actions planned to address this potential overspend.

Consultees

28. Not applicable

Appendices

Appendix 1 - Revenue Budget Monitoring Report for 2010/11 Period to 30th September 2010

Appendix 2 – Activity data relating to Adult Social Care

Appendix 3 – Adult Services Recovery Plan 2010/11

	Expenditure				Income			Net Totals		
	Annual Budget	Projected Outturn	Variance (over) / under	Annual Budget	Projected Outturn	Variance (over) / under	Annual Budget	Year End Forecast	Variance (over) / under	
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	
Adult Services										
Older People	18,006	19,899	(1,893)	(4,816)	(4,693)	(123)	13,190	15,206	(2,016)	
Learning Disabilities	16,951	18,344	(1,393)	(5,339)	(5,125)	(214)	11,612	13,219	(1,607)	
Mental Health	8,841	9,855	(1,014)	(1,434)	(1,531)	97	7,407	8,324	(917)	
Physical Disabilities / Sensory Impairment	4,321	5,634	(1,313)	(425)	(445)	20	3,896	5,189	(1,293)	
Commissioning Directorate	2,060	2,060	0	(440)	(440)	0	1,620	1,620	0	
Section 75 Arrangements	2,520	2,447	73	(1,584)	(1,442)	(142)	936	1,005	(69)	
Hereford Intermediate Care	1,004	930	74	(2)	(2)	0	1,002	928	74	
Provider Services	935	1,070	(135)	0	0	0	935	1,070	(135)	
Needs Analysis	885	885	0	(885)	(885)	0	0	0	0	
Public Contact	106	50	56	0	0	0	106	50	56	
Transport	(11)	(11)	0	0	0	0	(11)	(11)	0	
Adults	(57)	(2,144)	2,087	(103)	(109)	6	(160)	(2,253)	2,093	
Total Adult Social Care	55,561	59,019	(3,457)	(15,028)	(14,672)	(356)	40,533	44,347	(3,814)	
Supporting People										
Programme	5,257	0	5,257	(5,257)	0	(5,257)	0	0	0	
Pilot Projects	0	0	0	0	0	0	0	0	0	
Total Supporting People	5,257	0	5,257	(5,257)	0	(5,257)	0	0	0	
Total Budget for Adult Social Care (as per finance system)	60,819	59,019	1,800	(20,285)	(14,672)	(5,613)	40,533	44,347	(3,814)	
Anticipated Budget Allocation (ABG)	2,864	2,864	0	0	0	0	2,864	2,864	0	
Total Budget	63,683	61,883	1,800	(20,285)	(14,672)	(5,613)	43,397	47,211	(3,814)	
Strategic Housing										
Homelessness	1,369	1,327	(42)	(444)	(419)	25	925	908	(17)	
Management & Administration	141	175	34	0	(4)	(4)	141	171	30	
Homepoint	249	249	0	(249)	(249)	0	0	0	0	
Housing Needs	367	367	0	(66)	(66)	0	301	301	0	
Private Sector Housing	1,053	1,017	(36)	(573)	(550)	23	480	467	(13)	
Total Strategic Housing	3,179	3,135	(44)	(1,332)	(1,288)	44	1,847	1,847	0	
Total Adult Social Care and Strategic Housing Committee	63,998	62,154	1,756	(21,617)	(15,960)	(5,569)	42,380	46,194	(3,814)	

Activity Data Budget vs Actual

Appendix 2

Residential & Nursing

March April May June July Aug Sept Oct Nov Dec Jan Feb March

Learning Disabilities

Budget total	110	110	110	110	110	110	110	110	110	110	111	111	111
Actual		110	110	108	108	109	111						
Projection								111	111	111	111	111	111
Difference		0	0	(2)	(2)	(1)	1	1	1	1	0	0	0
Previous Year	112	112	118	114	115	113	109	105	102	103	103	104	110

Mental Health

Budget total	209	206	203	199	195	191	186	183	180	176	176	176	176
Actual		209	203	200	195	195	202						
Projection								193	190	186	182	180	180
Difference		3	0	1	0	4	16	10	10	10	6	4	4
Previous Year	237	237	250	239	237	229	226	226	216	218	215	208	209

Older People

Budget total	242	242	242	242	242	242	242	242	242	242	242	242	242
Actual		242	248	248	255	250	254						
Projection								254	254	254	254	254	254
Difference		0	6	6	13	8	12	12	12	12	12	12	12
Previous Year	260	267	278	266	267	272	277	269	278	270	257	252	242

Physical Disabilities

Budget total	24	24	24	23	23	22	22	22	22	22	22	22	22
Actual		24	23	23	23	23	22						
Projection								22	22	22	21	21	21
Difference		0	(1)	0	0	1	0	0	0	0	(1)	(1)	(1)
Previous Year	28	0	25	24	24	24	24	23	22	22	22	24	24

Personal Budgets

March April May June July Aug Sept Oct Nov Dec Jan Feb March

Learning Disabilities

Budget total	53	53	54	54	55	56	57	58	59	59	60	61	61
Actual		53	62	65	65	66	73						
Projection								74	75	75	76	77	77
Difference		0	8	11	10	10	16	16	16	16	16	16	16
Previous Year	15	20	36	38	37	37	38	38	40	46	51	53	53

Mental Health

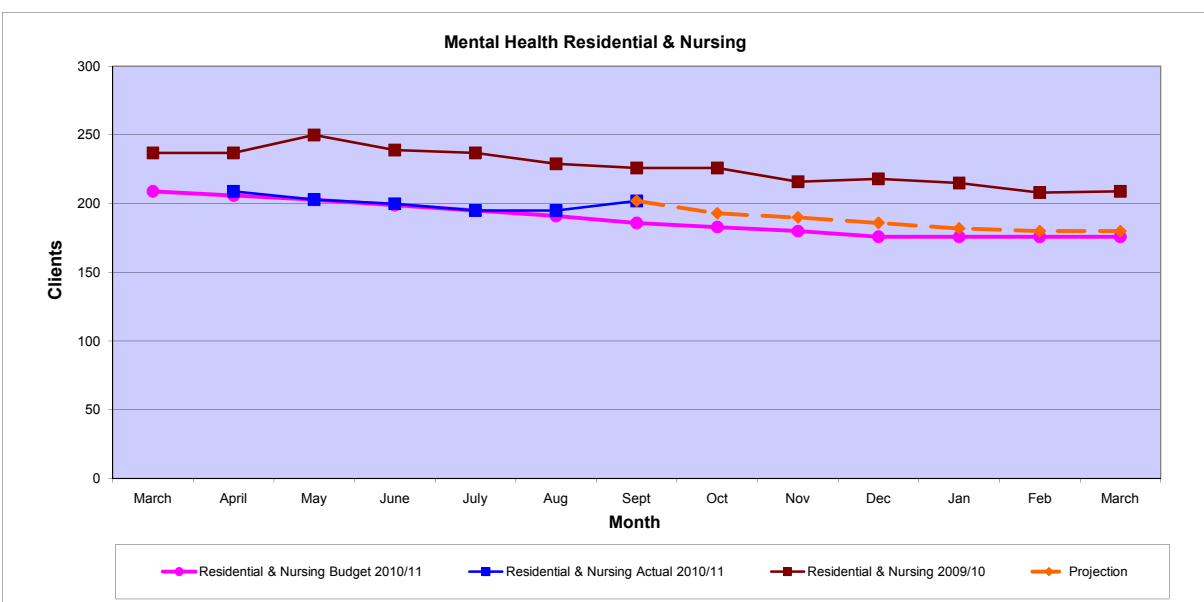
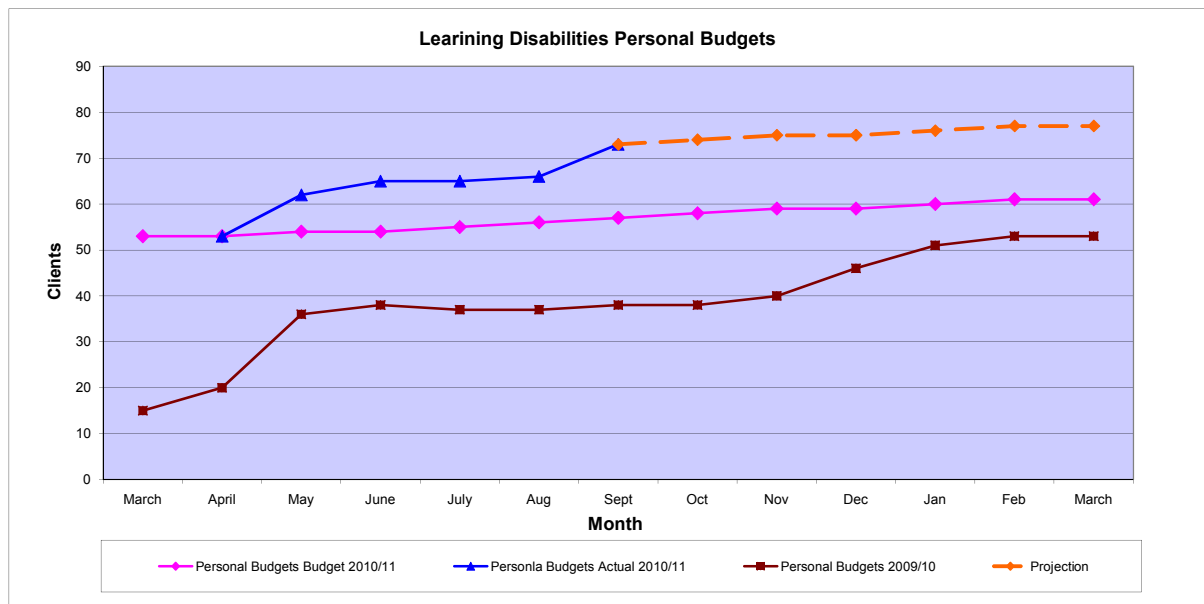
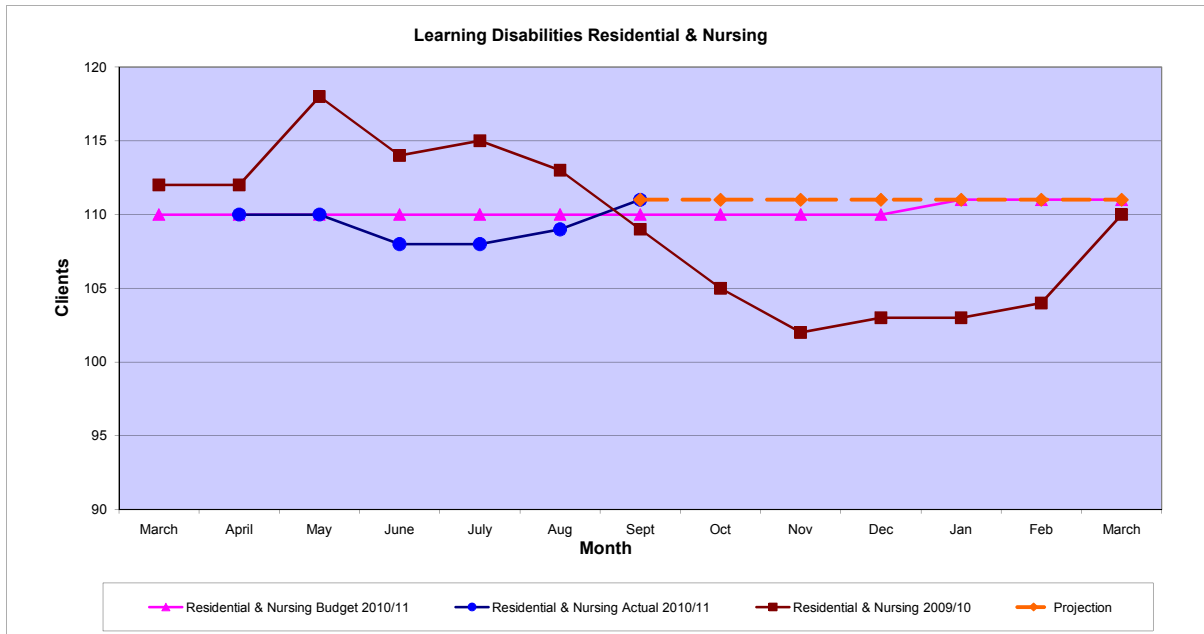
Budget total	7	7	7	7	8	9	10	12	14	16	17	18	19
actual		7	7	7	7	7	7						
Projection								9	10	11	12	13	14
Difference		0	0	0	(1)	(2)	(3)	(3)	(4)	(5)	(5)	(5)	(5)
Previous Year	0	0	0	1	1	1	4	4	7	6	5	7	7

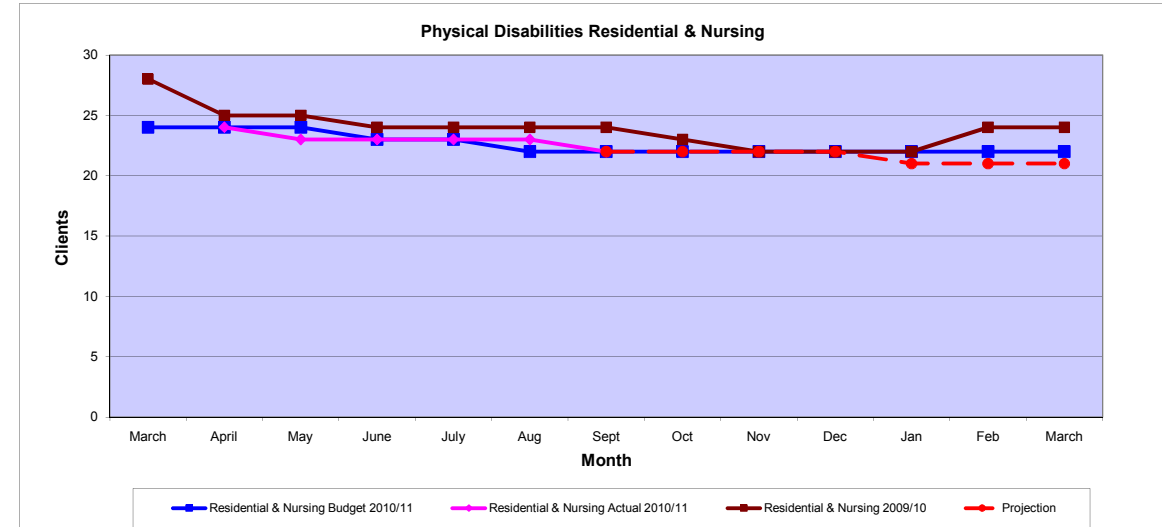
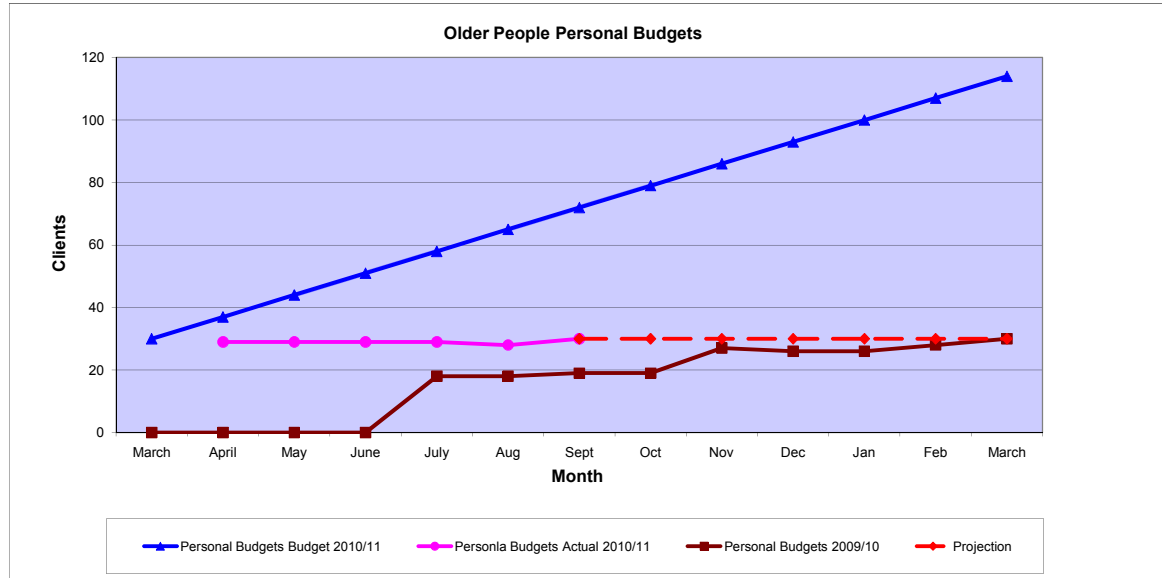
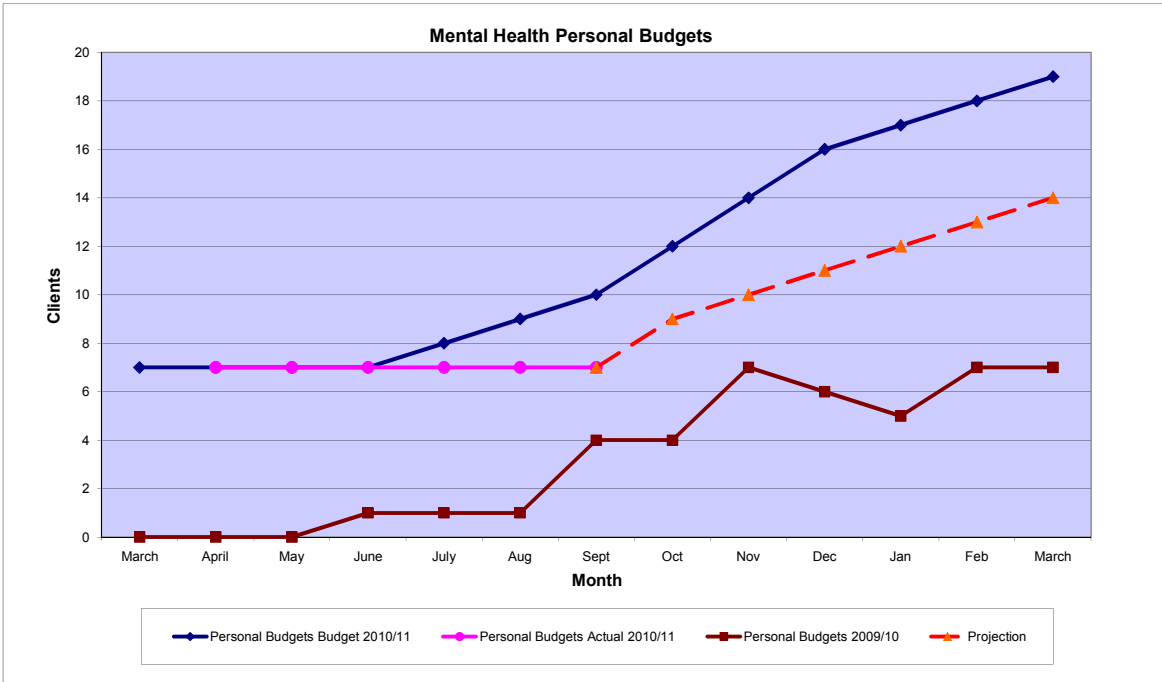
Older People

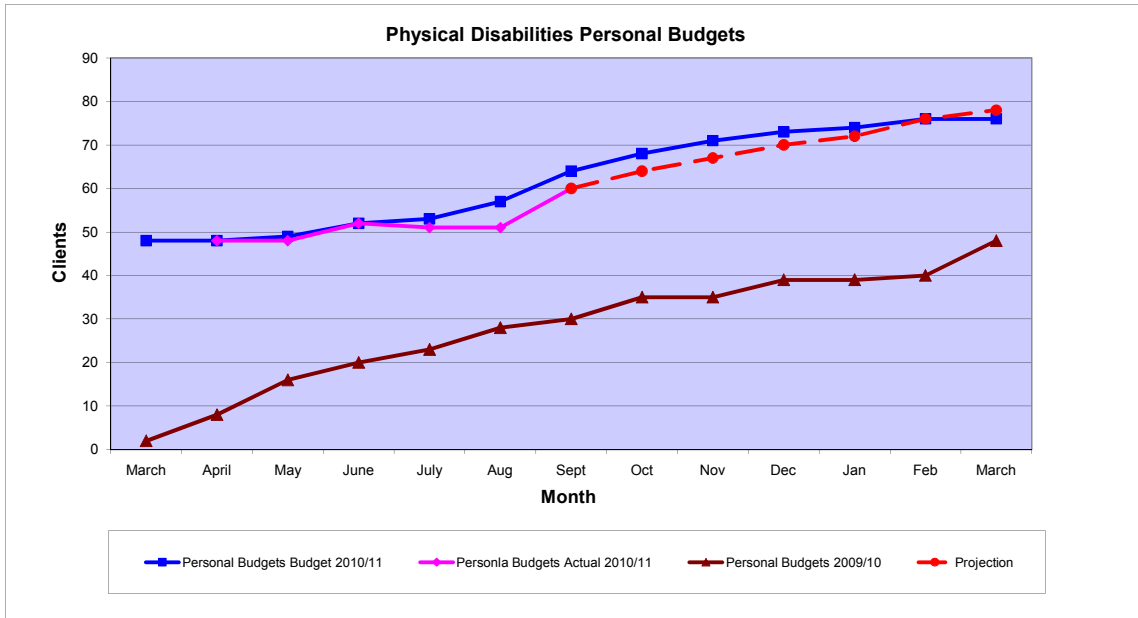
Budget total	30	37	44	51	58	65	72	79	86	93	100	107	114
Actual		29	29	29	29	28	30						
Projection								30	30	30	30	30	30
Difference		(8)	(15)	(22)	(29)	(37)	(42)	(49)	(56)	(63)	(70)	(77)	(84)
Previous Year	0	0	0	0	18	18	19	19	27	26	26	28	30

Physical Disabilities

Budget total	48	48	49	52	53	57	64	68	71	73	74	76	76
Actual		48	48	52	51	51	60						
Projection								64	67	70	72	76	78
Difference		0	(1)	0	(2)	(6)	(4)	(4)	(4)	(3)	(2)	0	2
Previous Year	2	8	16	20	23	28	30	35	35	39	39	40	48







		2010 / 2011	
		Non - RECURRENT £	RECURRENT £
SCHEME 1	Legacy Homecare Packages - Central review team linked to the safeguarding team. Input from Service Managers		32,500
SCHEME 2	Legacy Residential packages - Review of out of county learning disability packages plus older people residential.		65,000
SCHEME 3	Legacy Residential packages - Review of section Section 117 5% to be completed in order to charge for care..		31,525
SCHEME 4	Capitalisation of Community Equipment - Transfer high cost equipment against social care transformation capital pot	106,000	
SCHEME 5	Home Care Packages - Implementing increase in cost effective home based support as an alternative to residential care		45,600
SCHEME 6	Impact of reablement on hospital discharge - Target to increase reablement to achieve 60% of all clients coming through the service to no longer require long term support.		132,000
SCHEME 7	Telecare - Utilise above review team; add as a panel requirement, champion in each team, not in addition to care packages but instead.		180,000
SCHEME 8	Shaw Contract (eliminating voids) - Maximise contract –incl redesign services for older people to include other client groups e.g. LD & Dementia. Maximise voids. Plus additional income in 11/12 through charging		76,133
SCHEME 9	Supporting People Actuals - Capacity to deliver services. Cuts to funding CLG.	595,000	
SCHEME 10	Norfolk House - Decommission.service		53,215
SCHEME 11	Recharge for Continuing Health Care work - Recharge to raise funds-agreed to remove		
SCHEME 12	Day Care (Learning Disabilities) - Agree service model based on current demographics Review with a view to close and check all attendees eligible.		25,000
SCHEME 13	Day Care (Age concern) - Consider decommissioning of age concern day care contracts. Facilitate them to run service themselves.		20,000
SCHEME 14	Charging (Day Care, Transport and Referral process) - Remove subsidy from day centres, transport & tighten referral process.		75,000
SCHEME 15	Rose Gardens contract - Review contract due to high initial charge to residents going to provider. (re specification of contract) - agreed to remove		
SCHEME 16	Direct payments - Pay more frequently to service user. Users with excess funds at the end of the year.	100,000	
SCHEME 17	EMS - Finance module required for FWi.		
SCHEME 18	Midland Heart - Robust management structure. Review what they are providing.		
SCHEME 19	To be identified	471,000	
TOTAL SAVINGS TO BE MADE ALL SCHEME'S		1,272,000	735,973

MEETING:	ADULT SOCIAL CARE AND STRATEGIC HOUSING SCRUTINY COMMITTEE
DATE:	13 DECEMBER 2010
TITLE OF REPORT:	HEREFORDSHIRE 2010 JOINT STRATEGIC NEEDS ASSESSMENT (JSNA)
PORTFOLIO AREA:	CORPORATE STRATEGY AND FINANCE

CLASSIFICATION: Open

Wards Affected

County-wide

Purpose

To draw the Committee's attention to the following aspects of the 2010 JSNA:

- 1) The new web-based Herefordshire JSNA is a dynamic integrated resource that also draws upon the many information sources and analyses that are available within Herefordshire
- 2) An analysis of the key points and recommendations contained within the JSNA web-site have been produced in a summary document (see Appendix 1)
- 3) The findings of the 2010 JSNA should underpin decisions regarding future plans, strategy development, budget decisions and commissioning of services

Recommendation(s)

THAT the Committee

- (a) **Recognises the usefulness of the JSNA web-site and the summary document for the local health and social care economy, as a dynamic resource that also draws upon the wide range of local information and analysis undertaken across Herefordshire;**
- (b) **Notes the Key Points and Recommendations from the 2010 JSNA (Appendix 1);**
- (c) **Encourages the use of the findings of the JSNA across the local health and social care economy, to inform future plans, strategy development, budget decisions and commissioning of services.**

Key Points Summary

- The JSNA should be used across the local health and social care economy to underpin decisions regarding future plans, strategy development, budget decisions and commissioning of services

- It is the central resource that draws together all the information required to provide an overarching understanding of the needs of the people of Herefordshire - it identifies current needs across the spectrum of well-being, health and social care, as well as considering how those needs are likely to change in the coming years
- The JSNA has been developed into a web-based dynamic resource, that will be updated throughout the year and that also draws upon the breadth and depth of information and analyses undertaken across Herefordshire.

Alternative Options

- 1 Not applicable.

Reasons for Recommendations

- 1 The new style JSNA has provided a dynamic resource that also draws upon the breadth and depth of analysis already undertaken across Herefordshire, providing a robust assessment of needs.
- 2 Ensuring that JSNA is used to underpin decisions regarding future plans, strategy development, budget decisions and commissioning of services will ensure that they are based upon robust assessments of need.

Introduction and Background

- 3 This is the third JSNA for Herefordshire. It has been produced by a cross-Directorate project group from the Council and NHS Herefordshire, in particular from the Research Team, Public Health, Integrated Commissioning and Children and Young People's services.
- 4 The project group have retained responsibility for determining the content of the JSNA, as well as for ensuring the accuracy and data quality of information in the JSNA.
- 5 As described below we have built upon the strengths of previous JSNAs, moving towards an electronic web-based resource. This enables it to be dynamic and 'continuous', and as well as containing analyses undertaken specifically for JSNA can explicitly draw upon other information and analyses undertaken across Herefordshire.

Key Considerations

- 6 As in previous years the 2010 JSNA examines the important things that affects peoples lives, their health, and their well-being. Thus it does include peoples health and social care needs, but these are set within the context of the other things that affect peoples lives.
- 7 This year the project group have sought to build upon the strength's of previous JSNAs, by utilising a similar 'chapter heading' structure that focuses on population groups, by recognising the ongoing importance of much of the analyses in previous JSNAs, and by including the annual analyses we undertake specifically for JSNA.
- 8 We have also sought to explicitly draw upon the breadth and depth of other information and analyses already undertaken within Herefordshire, to provide a more efficient approach to JSNA but also to increase it's robustness. This includes unique information resources such as the State of Herefordshire Report, as well as a considerable number of information and analyses undertaken as part of ongoing service planning and development across NHS Herefordshire and the Council.

- 9 To facilitate this approach we have developed JSNA into a web-based resource, able to link seamlessly across other resources, information and analyses. This has enabled us make it more dynamic, with ongoing 'in-year' additions of relevant information and analyses as they become available. It also means that it is readily available to stakeholders, facilitating their ability to utilise it within decision making.
- 10 The ability of the JSNA to improve population health and well-being depends upon it being used across the health and social care sector and by other stakeholders, to underpin decisions regarding future plans, strategy development, budget decisions and commissioning of services

Community Impact

11. The community impact of the JSNA will depend upon how the findings of JSNA are utilised within strategy development, service planning and commissioning decisions

Financial Implications

12. Not applicable

Legal Implications

- 13 These proposals deliver the relevant statutory duties of NHS Herefordshire and Herefordshire Council

Risk Management

- 14 Risk 1 - The findings of the JSNA do not reflect the needs of Herefordshire's population
- 15 Risk 2 – The findings of the JSNA are not used across the health and social care economy in decisions regarding future plans, strategy development, budget decisions and commissioning of services
- 16 The proposals in this paper are explicitly designed to mitigate those risks

Consultees

- 17 Many of the analyses within the 2010 JSNA have been prepared in consultation with a wide range of partner organisations and interests.
- 18 The 2010 JSNA is being presented and discussed with a wide range of stakeholders, including NHS Herefordshire, Herefordshire Council and Herefordshire Partnership. Their views will be taken into account as the JSNA is updated and taken forward.

Appendices

19. Appendix 1 – Herefordshire Joint Strategic Needs Assessment 2010. Key Points and Recommendations

Background Papers

- None identified

The full web-based JSNA resource is available at www.herefordshire.gov.uk/jsna

It can be obtained in an alternative format or language by contacting the Herefordshire Corporate Policy and Research Team, Herefordshire Council, PO Box 4, Hereford, HR4 0XH.

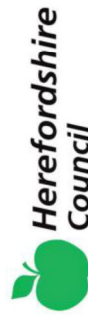
Herefordshire Joint Strategic Needs Assessment 2010

Key Points and Recommendations



The full assessment is available as a web based resource at: www.herefordshire.gov.uk/jsna

Should you require this document in an alternative format or language please contact the Herefordshire Corporate Policy & Research Team on telephone 01432 260498 or email researchteam@herefordshire.gov.uk



Working together for the people of Herefordshire



SUMMARY OF THE HEREFORDSHIRE JOINT STRATEGIC NEEDS ASSESSMENT 2010

What the Joint Strategic Needs Assessment (JSNA) is for:

This is a summary of Herefordshire's third Joint Strategic Needs Assessment. The JSNA brings together, in a single, continuous process, all the information on the health and well-being needs of Herefordshire's population. It examines current and predicted health and social care needs, as well as the other main things that affect people's life-chances, quality of life and health and well-being. By identifying the major issues that need to be addressed regarding people's health and well-being it helps Herefordshire Council, NHS Herefordshire and our partners identify what our priorities should be. These priorities inform future plans and help us target money and services where they are needed most.

28

What's new about this year's JSNA and how it will develop:

Since our first *Joint Strategic Needs Assessment* in 2008, we have been working to ensure we continuously improve our understanding of the needs of the county. This year we have adopted a new approach to the JSNA, developing a dynamic web-based facility¹ that will enable us to continuously (in-year) update the JSNA as a resource. This approach has also enabled us to increase the breadth and depth of information used to inform the JSNA – as well as including analyses specifically undertaken for JSNA, we have included information and analyses developed during the ongoing service and development process, and we have utilised the unique information resource of the Herefordshire Partnership by linking into the State of Herefordshire web-based report.

Through this approach we have continued our focus on different 'groups' across the county, including children and young people and older people, as well as different 'issues' important for the county, such as the major causes of mortality and ill-health and other factors that affect people's lives. We have also continued our focus on 'what people think', gained through ongoing consultation and discussions with local people, as well as new analyses

¹ Full web-based JSNA available at www.herefordshire.gov.uk/jsna

of data. All of this information will now be supplemented in-year as new information and analyses become available – this will make JSNA a dynamic ‘up-to-date’ information resourced that can be used to inform priority setting and decision making.

What we know: the main facts and trends

Many of the issues identified in previous annual JSNAs remain current for Herefordshire, although there are some new emerging issues and trends.

Within this short summary document we have highlighted the key points and recommendations – for more details, we would encourage you to visit the full web based JSNA resource which is available at www.herefordshire.gov.uk/jsna.

Overall people in Herefordshire are healthy, live longer compared with national life expectancy, and have positive experiences of the things that affect their lives and well-being:

- Women live on average to 83, a year longer than in England as a whole; men to 79, which is slightly longer than nationally.
- People born in Herefordshire are expected to live a greater proportion of their lives in good health and without a limiting long-term illness than nationally - healthy life expectancy at birth is over 71 for men and 75 for women.
- Our young people generally get better qualifications than in England as a whole, with 74 per cent achieving five or more A* – C grades at GCSE.
- Even with the recession, Herefordshire has much lower levels of unemployment and crime than nationally, although the percentage of 16-18 year olds not in education, employment or training remains at the level it climbed to in 2008/09 (largely as a result of the economic downturn).
- A much higher proportion of people compared with nationally (nearly nine out of ten) are satisfied with their local area as a place to live.
- Herefordshire has a vibrant 3rd sector providing a rich patchwork of community action, voluntary groups and neighbourhood support.

Even so, there are a number of significant issues facing our communities which can get ‘hidden’ behind these headline statements. In the following pages we have highlighted the major issues that need to be tackled to improve health and well-being, and to reduce inequalities in Herefordshire, both now and in the future. We have tried to draw these together into some overarching themes, but some points and issues will operate across more than one.

1) Inequalities and Deprivation

There is a strong association between health inequalities and other measures of deprivation, including educational under-attainment, low skills, unemployment, low income and poor housing conditions.

- Herefordshire has a number of 'pockets' of deprivation, with the highest levels of overall, multiple deprivation (areas within the 25 per cent most deprived in England) in parts of Hereford and Leominster, together with small pockets in and around the other market towns and several rural villages and hamlets.
- The proportion of people experiencing income deprivation in all of these areas has increased from 2004, and increasingly high proportions of children in some areas, particularly of Leominster and Hereford, live in households with low incomes - the gap between the most deprived areas and the rest of the county seems to be widening.
- Some parts of the county have increasingly high proportions of people aged 60 and over living in households with low incomes; for instance, nearly two in five in areas of Bromyard, Hereford and Leominster.
- People living in Herefordshire's deprived areas experience worse health outcomes – being more likely to be admitted to hospital or die from a range of conditions - than those living elsewhere.
- Deprivation is clearly linked to educational attainment, and the gap between the best and worst performing wards at GCSE (pupils achieving 5 or more A*-C grades at GCSE including English and Maths) is increasing. Although Herefordshire performs relatively well compared with nationally for the educational achievement of looked after children they still do less well than their peers; there are still significant attainment gaps between identifiable groups of vulnerable children, including those with special educational needs, those in care, and pupils from minority ethnic groups, notably Gypsy and Roma Traveller children.
- Many people across the county, not least younger people, struggle to find affordable housing, and the demand for this is expected to continue to grow.
- A quarter of the population lives in very sparsely populated areas (the highest proportion of any county-level authority area in England) and many face difficulty accessing some key services. This is a particular issue for vulnerable groups and children and young people.
- Although levels of unemployment remain low compared to the West Midlands and England, numbers have increased as a result of the recession and are expected to increase further. Unemployment has also been felt disproportionately by unskilled and semi-skilled people.

2) Changing Demographics

The increasing number of people aged 65 and over has been recognised for some time, but it is also important to identify what this means in terms of their health and social care needs. Other demographics also need to be considered – and not forgotten just because it has been heard before.

- The number of people aged 85 and over is expected to almost double by 2026 to 10,200. This group makes by far the greatest demands on health and social care and is at greatest risk of isolation and of poor, inadequately heated housing.
- Expected increases in levels of disability, due mainly to the ageing of the population structure, will add significantly to the number of people having to provide care to their families or friends.
- Dementia presents a significant and urgent challenge to health and social care in Herefordshire in terms of both numbers of people affected and costs. Projections suggest that the estimated 2,900 people affected in 2010 could almost double to 5,600 by 2030. The ratio of GP recorded prevalence of dementia to estimated occurrence based on national rates of the condition suggests under reporting in the county. This leads to a lack of treatment and care for individuals affected, and lack of support for their carers. The Joint Commissioning Plan *Living Well with Dementia in Herefordshire*, due to be finalised by the end of 2010, will be the catalyst for change in the way people with dementia are viewed and cared for.
- The number of people aged over 65 with learning disabilities will double by 2015, and those with moderate disabilities living at home are likely to have high dependency as they age. There will be an increase in the need for age appropriate services. In more general terms we need to identify how we most appropriately support people with the highest level of support needs to access community facilities, and to increase the employment opportunities for working age people with learning disabilities.
- Although the number of children continues to decrease within Herefordshire there have been more births than expected in the last two years, mirroring a national increase in fertility – this will have implications for planning across the whole range of children’s services.
- Herefordshire has a relatively small Black, Asian and Minority Ethnic population - but this is growing.
- Although the numbers employed by local farms declined in 2010, Herefordshire continues to have a large numbers of migrant workers, mainly from Eastern Europe. There are several thousand at any one time in the summer but most stay for only a few months.

3) Health and Health-related Behaviours

Many of the major causes of ill-health and mortality remain unchanged within Herefordshire since the publication of the 2009 JSNA. We know that nearly all of these are influenced by 'unhealthy' lifestyle behaviours; at the same time newer challenges are emerging as the result of these 'unhealthy' lifestyle behaviours.

- The levels of cancer and coronary heart disease are lower than nationally and regionally but remain the county's biggest killers.
- The rate of deaths related to stroke has fallen more rapidly than nationally over recent years, but they are still more prevalent in the county.
- Although the number of people killed or seriously injured in road accidents has decreased over recent years the fatality rate remains slightly higher than the national rate
- Suicide rates are higher than regionally and nationally and are increasing, while the number of 18-64s with the most serious mental health disorders is much higher than would be expected.
- The dental health of children is poor with two in every five having some experience of tooth decay by the age of 5 years
- The number of teenage pregnancies is relatively low but has risen; and there has been a sharp rise in sexually transmitted diseases (although this could be the result of better screening).
- Smoking remains the single most important cause of premature death and ill-health, but rates of alcohol-related hospital admissions are increasing. We also know that high proportions of young people, especially girls, smoke and drink alcohol and get drunk.
- Obesity is emerging as a major contributing factor to poor health, disability and premature death. Herefordshire has a higher rate of obesity amongst adults than England generally and it is particularly concerning that more than one in four 11 year-old children are overweight or obese.
- Prescribing is the most common intervention in the NHS. The continued development of new drugs, the identification of new applications for existing drugs, and Herefordshire's aging population mean that this will remain an important issue for Herefordshire, in terms of ensuring safe and appropriate medicines management as well as managing resource implications.

4) What People Have Told Us

In 2008 we undertook the 'Quality of Life Survey', which we detailed in the 2009 JSNA and which is still available on the JSNA web-site and which we will update should the survey be repeated. Other stakeholder's views regarding how to improve people's health and well-being through NHS Herefordshire's Health Improvement Plan can also be found on the web-site.

Recommendations

The main challenges that require action remain similar to those in previous years, although they do encapsulate new and emerging issues that have developed over the last year. These recommendations are of necessity 'high-level' – the more detailed area-specific recommendations will be found within the detailed analyses on the JSNA web-site resource, which is updated continuously as information and analyses become available throughout the year.

- 1) If we are to address the health and social care needs of Herefordshire's population, as well as the things that contribute to their health and well-being, we need to ensure a co-ordinated approach to service commissioning and delivery across partner organisations. This is particularly true for areas and groups in the population suffering from deprivation, including families with children. This approach will need to be safeguarded through organisational change and re-structuring as GP-led commissioning consortia are introduced.
- 2) As the effects of economic recession are felt we need to work with partner organisations to minimise the effects of unemployment and deprivation on people's life-chances, as well as on their health and well-being. Measures to reduce the number of young people not in education, employment or training are important for the future strength of the county's economy, as well as for social benefits.
- 3) There is a growing need to prevent the lifestyle behaviours that contribute to ill-health and mortality and through which we can prevent ill-health and disease. In particular we need to work to reduce the prevalence of smoking, reduce alcohol intake and 'binge drinking', and improve people's diet and levels of physical activity. This is true for adults, children and young people, and their families.
- 4) We need ongoing programmes to reduce accidents – across all ages.
- 5) There is a need to provide more support via GPs for people with common mental health problems, as well as to reduce suicides, especially amongst 25-44 year-olds.

- 6) There is an increasing proportion of the population who will require personalised support and re-ablement services to enable them to live independently in their own homes. This includes people over 85, those with dementia, people with learning disabilities, and people with moderate to severe mental health problems. The support needs of their carers and families also need to be addressed, to enable them to cope and to lead fulfilled lives.
- 7) In tandem with this the housing needs of these and other groups need to be considered, with innovative approaches needed to provide the supported housing needs of the populations. Work is under way to look at the housing needs of people with mental health problems. Other issues, such as an increased need for additional authorised pitches for Gypsies and Travellers, will require working with local communities.
- 8) The number of children in Herefordshire and the birth rate will need to be monitored to identify whether or not they pose a challenge to the sustainability of high quality children's services, especially in rural areas. The educational under-achievement of groups such as looked after children and Gypsy and Traveller children still needs continued attention.
- 9) The rurality of Herefordshire can make access to and delivery of all services problematic – we need to continue to innovate and make use of new technologies to bring services to people in their own localities and their own homes.
- 10) As the ethnic mix of Herefordshire changes we need to ensure there are adequate opportunities for people to gain quickly a reasonable ability to speak English.
- 11) We need to support 3rd sector organisations, recognise good practice and excellence where it exists and encouraging it's spread. We also need to ensure the effective growth of links between 3rd sector organisations and the statutory sector.

Future developments

The detail and in-depth analysis that provides a full understanding of these issues can be found at www.herefordshire.gov.uk/jsna on the JSNA web-site. Ongoing information and analysis that is undertaken throughout 2010/11 will be added to the web-site as it becomes available.

MEETING:	ADULT SOCIAL CARE & STRATEGIC HOUSING SCRUTINY COMMITTEE
DATE:	13TH DECEMBER 2010
TITLE OF REPORT:	AUDIT COMMISSION INSPECTION OF STRATEGIC HOUSING SERVICES
REPORT BY:	Assistant Director Homes and Communities
PORTFOLIO AREA:	ENVIRONMENT AND STRATEGIC HOUSING ADULT SOCIAL CARE, HEALTH & WELLBEING

CLASSIFICATION: Open

Wards Affected

County-wide

Purpose

To note the outcome of the Audit Commission Inspection of Strategic Housing Services

Recommendation(s)

THAT:

- (a) **Committee considers and notes the Audit Commission Inspection Report on Strategic Housing Services;**
- (b) **Key recommendations emerging from the Inspection are incorporated into relevant Service Business Plan Action Plans**

Key Points Summary

- The Inspection Report assessed that Herefordshire Council's Strategic Housing Service as Fair with Promising Prospects for Improvement
- The Inspection Report has made a series of recommendations designed to assist the Council to address any weaknesses identified in the report.

Alternative Options

- 1 The Council could determine not to implement any of the recommendations set out in the report and since the abolition of the Audit Commission there remains no inspection framework for housing. However, the inspection provides a benchmark for the service from which

Further information on the subject of this report is available from
Richard Gabb, Assistant Director, Homes & Communities on (01432) 261902

improvements can be identified for inclusion in Service Business Plans.

Reasons for Recommendations

- 2 To enable Committee to identify and consider the identified strengths and weaknesses of Strategic Housing Services and ensure that, where appropriate, the service takes steps to implement the inspection recommendations.

Introduction and Background

- 3 During May 2010 the Audit Commission undertook an inspection of the Council's Strategic Housing Service. The final inspection report, attached at Appendix A, was published in July 2010.
- 4 The inspection was of the first undertaken under a new and challenging set of Housing Key Lines of Enquiry (KLOE's).
- 5 On 13 August 2010, Eric Pickles, the Secretary of State for Communities and Local Government (CLG) announced plans to abolish the Audit Commission. The intention is to have new arrangements in place for auditing England's local public bodies by 2012/13.
- 6 The Audit Commission has, therefore, ceased undertaking inspections and the monitoring of post-inspection improvement.

Key Considerations

- 7 The Audit Commission Inspection assessed Herefordshire Council as providing a one-star Strategic Housing Service which is performing adequately and has promising prospects for improvement.
- 8 The Inspection identified a range of strengths including:-
 - ambitions for housing which support the Council's vision for sustainable growth
 - widely understood housing priorities which are championed effectively
 - Evidenced-based investment/priorities
 - Successful strategic approach to reducing homelessness
 - Strategic approach increasing the supply of affordable housing
 - Joint working with partners increasing supply of supported housing and related services
 - Easily accessible advice and information for residents
- 9 Areas of improvement included:-
 - Lack of published vision setting out role of all housing
 - Some areas less effective in terms of engagement with stakeholders and partners
 - Evidence gaps in research base and engagement with some diverse groups
 - More strategic investment/focus on private sector role
 - Need to improve understanding of comparative value for money

The Inspection considered the service had promising prospects for improvement on account of the following:-

- Strong performance against Local Area Agreement Performance indicators and

targets

- Increased supply of affordable and affordable housing
- Reduced number of households in temporary accommodation
- Good performance management
- Improving services through ICT investment
- Procurement activity delivering service improvements and capacity
- Access to a range of skills with positive skills development

In terms of barriers to improvement the following issues were identified:-

- Slow progress on meeting some areas including meeting needs of gypsies and travellers
- Measuring outcomes from key projects
- Maximising capacity of partners to help deliver priorities
- Lack of staff resources in private sector area

- 10 The services included within the scope of the Audit Commission Inspection have commenced work on a number of recommendations identified and it is proposed to incorporate recommended improvements within service business planning processes.

Community Impact

- 11 None

Financial Implications

- 12 The recommendations resulting from the Inspection will be implemented within existing budgets.

Legal Implications

- 13 There are no legal implications resulting from this report.

Risk Management

- 14 There are not considered to be any risks resulting from the inspection report.

Consultees

- 15 Not applicable.

Appendices

- 16 Appendix A – Inspection Report

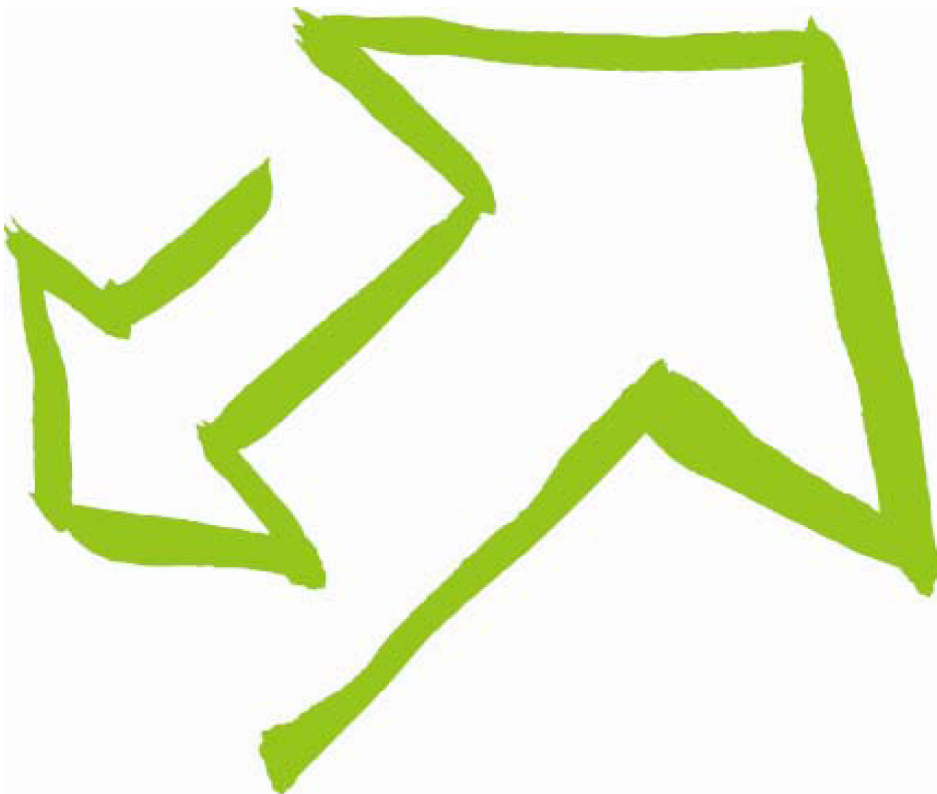
Background Papers

- None identified.

Strategic Housing Services

Herefordshire Council

July 2010



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Local Authority Housing Inspections

The Audit Commission is an independent body responsible for ensuring that public money is spent economically, efficiently and effectively and delivers high-quality local services for the public.

Within the Audit Commission, the Housing Inspectorate inspects and monitors the performance of a number of bodies and services. These include local authority housing departments, local authorities administering Supporting People programmes, arms length management organisations and housing associations. Our key lines of enquiry (KLOEs) set out the main issues which we consider when forming our judgements on the quality of services. The KLOEs can be found on the Audit Commission's website at www.audit-commission.gov.uk/housing.

This inspection has been carried out by the Housing Inspectorate using powers under section 10 of the Local Government Act 1999 and is in line with the Audit Commission's strategic regulation principles. In broad terms, these principles look to minimise the burden of regulation while maximising its impact. To meet these principles this inspection:

- is proportionate to risk and the performance of the Council;
- judges the quality of the service for service users and the value for money of the service;
- promotes further improvements in the service; and
- has cost no more than is necessary to safeguard the public interest.

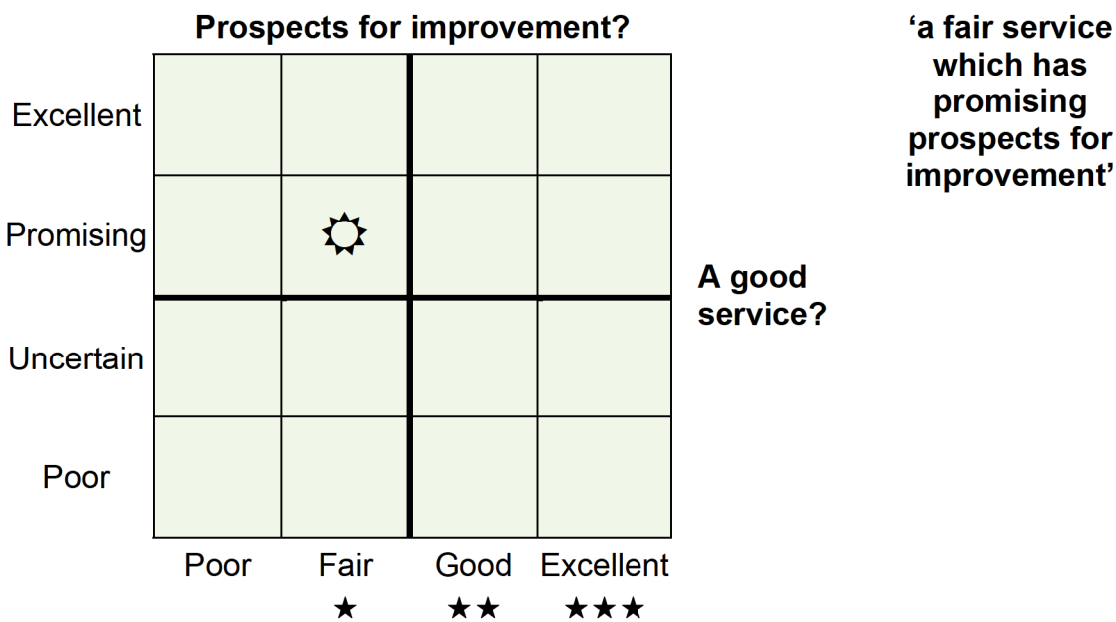
Summary

- 1 We have assessed the strategic housing service provided by Herefordshire Council as being a fair, one-star service that has promising prospects for improvement.
- 2 Ambitions for housing are integrated with the Council's wider vision for the county, and are driven effectively by the Sustainable Communities Strategy. Housing priorities are informed by the research base and, with the wider vision for the areas, are aligned to balancing the housing market. Priorities are championed effectively. Strategies and policies are helping the Council to deliver its housing priorities. It has outperformed its targets for the delivery of new affordable homes, and successful prevention of homelessness has helped to reduce the use of temporary accommodation. The range and type of supported housing and related services has increased and better supports previously excluded or vulnerable groups such as ex-offenders, care leavers and rough sleepers. There are some examples of delivering improved services for fewer resources.
- 3 However, the Council lacks a detailed, published vision for all housing in the area. Engagement with partners, stakeholders and communities to inform and support delivery of the vision and housing priorities is mixed. There are gaps in its research base and strategic approach for some key areas such as provision for older people, and the condition and role of private sector housing. The Council has been slow to meet the accommodation needs of Gypsies and Travellers and the impact of its approach to reducing the level of vulnerable people occupying non-decent private sector homes is limited. The service for delivery of major adaptations is fragmented. The Council does not yet know if the strategic housing service offers comparative value for money.
- 4 The Council can demonstrate sustained and strong performance in priority areas for housing over time. Procurement arrangements are delivering service improvements and there are examples of how the service has delivered more for fewer resources. Investment in Information and Communication Technology (ICT) is delivering service improvements and is increasing the Council's capacity to better manage performance and resources. Skills and training is matched to priorities, and restructuring has more closely aligned complementary services to deliver the Council's ambitions. Most key internal and external relationships support delivery of housing priorities.
- 5 But there are some key areas of the service which have been slow to develop or which do not demonstrate a sustained improvement over time. The Council is not routinely evaluating the impact or outcomes of funding decisions or strategies in relation to priorities, and it is not yet maximising the value of partnership working.

Scoring the service

6 We have assessed Herefordshire Council as providing a one-star strategic housing service, which is performing adequately. It has promising prospects for improvement. Our judgements are based on the evidence obtained during the inspection and are outlined below.

Figure 1 Scoring chart¹



Source: Audit Commission

- 7 We found the service to be fair because of a range of strengths which include:
- ambitions for housing which support the Council's vision for sustainable growth;
 - housing priorities which are widely understood and championed effectively;
 - investment and priorities which are informed by the research base;
 - the Council's strategic approach is reducing homelessness and increasing the supply of new affordable homes;
 - joint working with partners is increasing the type and supply of supported housing and related services; and
 - it is easy for residents to access advice and information about how the Council can help meet their housing need.

¹ The scoring chart displays performance in two dimensions. The horizontal axis shows how good the service or function is now, on a scale ranging from no stars for a service that is poor (at the left-hand end) to three stars for an excellent service (right-hand end). The vertical axis shows the improvement prospects of the service, also on a four-point scale.

- 8 However, there are some areas which require improvement. These include:
- the Council lacks an agreed, published vision which sets out the role of all housing in the area;
 - engagement with partners and stakeholders is not effective in all areas;
 - there are some gaps in the research base and the level of engagement with and planning for the needs of some diverse groups is underdeveloped;
 - the Council lacks a robust strategic focus on the role of the private sector, and the approach to strategic commissioning is still developing; and
 - the comparative value for money of strategic housing services is not known.
- 9 We found the service to have promising prospects because:
- there is strong performance against targets for housing within the Sustainable Communities Strategy;
 - the supply of new affordable and supported housing has increased and is meeting a wider range of needs;
 - fewer households are being placed in temporary accommodation;
 - performance is generally well managed;
 - investment in ICT is delivering improved services and increasing staff capacity;
 - procurement is delivering service improvements and increased capacity for managing performance and resources; and
 - skills development and training is focused on priorities and the Council is able to access to a mix of skills in housing and related services.
- 10 There are some barriers to improvement:
- the Council has made slow progress in some key areas, such as meeting the housing needs of Gypsies and Travellers, or improving waiting times for major adaptations;
 - there is a lack of focus on ensuring that projects and plans are delivering their intended outcomes;
 - the capacity of partners across all sectors to help deliver priorities is not being maximised; and
 - a lack of staff resources is undermining the Council's ability to improve and maintain standards in the private sector.

Recommendations

11 To rise to the challenge of continuous improvement, organisations need inspection reports that offer practical pointers for improvement. Our recommendations identify the expected benefits for both local people and the organisation. In addition, we identify the approximate costs² and indicate the priority we place on each recommendation and key dates for delivering these where they are considered appropriate. In this context, the inspection team recommends that the Council shares the findings of this report with tenants and councillors; and takes action to address all weaknesses identified in the report. The inspection team makes the following recommendations.

Recommendation

R1 Improve the focus on diversity by:

- reviewing the coverage of the research base, and housing priorities and plans, against an inclusive definition of diversity, and developing and implementing plans to address any gaps in knowledge;
- starting to proactively, and regularly, engage with existing voluntary and specialist groups and networks which represent the interests of all groups within the community, using the same definition as above, to inform development of, and monitor the impact of, housing strategies, plans, policies and services;
- developing a robust programme for completing Equality Impact Assessments, and start to complete the programme involving stakeholders and service users from the outset, for housing services, plans, policies and strategies, taking action to address any inequality;
- starting to monitor ongoing service delivery against the seven strands of diversity and regularly review the findings, taking action to explore and address any under or over-representation or use; and
- ensuring that the delivery of new or refurbished accommodation for Gypsies and Travellers meets needs and good practice for site design, supported by robust engagement with the Gypsy and Traveller community throughout.

The expected benefits of this recommendation are:

- strategies, plans and services are informed by, and meet the needs of, all groups within the community; and
- increased capacity to meet the needs of people who may be unwilling to engage with formal services.

The implementation of this recommendation will have high impact with low costs. This should be implemented by January 2011.

² Low cost is defined as less than 1 per cent of the annual service cost, medium cost is between 1 and 5 per cent and high cost is over 5 per cent.

Recommendation

R2 Strengthen the approach to developing and delivering the housing vision and priorities by:

- presenting partners and stakeholders from across all housing tenures with an up-to-date picture of the housing and wider corporate research base, from which they can challenge assumptions and develop a housing vision and priorities for the area;
- reviewing and evaluating opportunities to extend the scope of the Housing Partnership to include representation from the voluntary sector and private sector, and make more effective use of the partnership, and its members' resources, to deliver the housing priorities for the area; and
- reviewing the capacity of the service, and its partnership arrangements, to deliver the Council's ambitions and future plans for housing growth.

The expected benefits of this recommendation are:

- a vision for housing which is challenging and has been developed using the knowledge and experience of partners who are effectively signed up to helping the Council deliver its ambitions; and
- the capacity of the service and partners is matched to delivery of housing priorities and wider ambitions.

The implementation of this recommendation will have high impact with low costs. This should be implemented by October 2010.

Recommendation

R3 Improve performance management by:

- addressing gaps in internal and external agreements which govern joint or shared working arrangements and ensure that all agreements have clear targets for delivery which are regularly monitored and reported, taking action to address any areas of underperformance;
- start to routinely evaluate the impact of projects, policies, plans and strategies to determine if they are delivering intended outcomes, and taking appropriate action where they are not; and
- begin collecting service – user feedback across all areas of the strategic housing service, taking action quickly to correct dissatisfaction or underperformance, and use this information to diagnose and address any causes of repeated service failure.

Recommendations

The expected benefits of this recommendation are:

- joint agreements to deliver services or referrals work effectively;
- risks to delivery of priorities are reduced; and
- services meet the needs of residents.

The implementation of this recommendation will have high impact with low costs. This should be implemented by October 2010.

Recommendation

R4 Improve the focus on value for money within the service by:

- exploring how the costs, quality and performance of each element of the strategic housing service compares to others, taking account of policy choices and context, and taking action to address areas of poor comparative performance;
- tracking the impact of value for money decisions over time;
- routinely evaluating the impact of funding decisions to ensure that resources are being used effectively to deliver agreed priorities and outcomes; and
- evaluating the value for money and capacity for sharing resources within partnership arrangements to deliver housing and wider priorities.

The expected benefits of this recommendation are:

- funding decisions and resource allocations are delivering the intended outcomes;
- services provide improved value for money; and
- opportunities to share resources to deliver priorities are maximised.

The implementation of this recommendation will have high impact with medium costs. This should be implemented by March 2011.

Recommendation

R5 Improve the focus on the quality of existing homes and neighbourhoods by:

- improving the strategic focus on the role of private sector housing in contributing to sustainable communities, and reviewing the capacity of this service to ensure it is aligned to delivery of wider ambitions for decent homes, and supporting independent living; and
- reviewing, with partners, the effectiveness of the choice based lettings scheme; and
- implementing a proactive approach to identifying and licensing Houses in Multiple Occupation.

The expected benefits of this recommendation are:

- the scale and impact of intervention in this sector matches the Council's ambitions and its role in the housing market; and
- risks to vulnerable people are minimised.

The implementation of this recommendation will have high impact with medium costs. This should be implemented by January 2011.

Recommendation

R6 Improve the focus on meeting the needs of vulnerable people by:

- completing a whole service review for the provision of major aids and adaptations, from point of enquiry through to completion of works, using recognised good practice within the housing and health sectors;
- ensuring that the review above takes into account funding and performance management arrangements, including performance reporting, to reflect good practice; and
- putting the review findings into practice.

The expected benefit of this recommendation is:

- an effective service for major adaptations with practices and waiting times which reflect good practice.

The implementation of this recommendation will have high impact with low costs. This should be implemented by March 2011.

- 12** We would like to thank the staff of Herefordshire Council who made us welcome and who met our requests efficiently and courteously.

Dates of Inspection: 24 – 28 May 2010.

Report

Context

The locality

- 13 Herefordshire is a predominantly rural county. It is situated in the south west corner of the West Midlands region, bordering Wales. Over half of its residents live in rural areas, and more of its residents live in very rural areas than any other county in England.
- 14 The city of Hereford, in the middle of the county, is the centre for most facilities. Just over one third of the population lives in the City, with approximately one fifth living in five market towns. Recently, rural areas and market towns have accounted for more of the county's population growth than the City.
- 15 The population is growing more slowly than the regional and national average. The proportion of older people is high, and is growing fast. The numbers of children and younger people are decreasing. The level of growth in numbers of working age people is lower than the national average.
- 16 The county has a small but growing Black and Minority Ethnic Community (BME). It has also experienced growth in the number of migrant workers from European Union countries, with many providing seasonal agricultural labour.
- 17 The county has a relatively high employment rate compared to regional and national levels, but earnings are lower. Levels of self employment and part time working are relatively high. Recently there has been an increase in unemployment levels, and increasing numbers of people, particularly in rural areas, seeking debt advice.
- 18 Many people find it expensive to buy or rent a home, and the county has the worst affordability ratio in the West Midlands. In 2008, the owner occupied sector made up 71.6 per cent of the housing stock (higher than average), followed by 15.3 per cent affordable homes (lower than average) and 13.1 per cent homes for private rent (higher than average).
- 19 In 2005, an estimated one third of all homes in the county failed to meet the Decent Homes Standard, most of which were privately owned or rented homes. Most are rural, older properties which are hard to heat and keep warm.

The Council and the service

- 20 Herefordshire Council works in partnership with NHS Herefordshire to deliver services in the county. There are several shared services, a joint management board, and one chief executive.
- 21 The Council comprises 58 elected members. The overall political composition is: 31 Conservative councillors, 14 Herefordshire Independent councillors, 9 Liberal Democrat councillors, 2 Labour councillors and 2 Herefordshire Alliance councillors.

- 22 The service reports to two cabinet members – the cabinet member for adult social care and wellbeing, and the cabinet member for environment and strategic housing. The service is scrutinised by the adult social care and strategic housing scrutiny committee. There are two member champions for the service. Their roles focus on homelessness, and energy efficiency and affordable warmth, respectively.
- 23 The strategic housing service is part of the Council's Regeneration Directorate. The service is responsible for housing policy and strategy, enabling delivery of new affordable homes, housing advice and homelessness, administering the county wide choice based lettings scheme, and private sector housing. The Council transferred its housing stock to Herefordshire Housing Ltd in 2002.

How effectively do the Council and its partners strategically plan work to balance the housing market and develop sustainable communities?

Is there an overarching and shared vision for housing which supports wider ambitions for the community and is championed effectively?

- 24 This is an area where the Council is performing well. Housing is integrated into the Council's ambitions and wider plans for sustainable growth within the county. There has been a sustained focus on key housing issues, and strong performance against targets in those areas. Councillors champion housing issues effectively, and the Council works with partners to promote understanding and gain agreement for key housing priorities and projects. Positive work is underway to translate the Sustainable Communities Strategy into community based plans for delivery. However, the Council lacks an agreed, detailed vision for all housing within the area.
- 25 The Sustainable Communities Strategy provides clear direction for housing within the county. In 2009, the State of Herefordshire report identified key housing issues as: an increase in homelessness following years of decline, low wages compared to house prices, high demand for social housing across the county and for all types of housing in Hereford, an ageing population, and that one third of homes in the county did not meet the Decent Homes Standard. The Sustainable Communities Strategy (SCS) and associated Local Area Agreement (LAA) targets focused on delivering new affordable homes, and reducing the use of temporary accommodation. The Council can demonstrate a sustained focus on these areas, and, despite the difficulties posed by economic downturn, it has outperformed its targets.³
- 26 The Council has a good understanding of the scale of the challenge it faces to balance the housing market. Housing – in terms of quality and supply – is recognised as being critical to delivering the Council's wider ambitions for economic growth and sustainability, and a top priority for residents. Recognising that the mismatch between wage levels and supply is a barrier to delivering those ambitions, the Council has, within its draft strategic planning framework, committed to delivering 18,000 new homes by 2026 – with at least one third of these to be affordable. This represents a step change in provision within the county to meet existing and emerging housing need, linked to wider ambitions.

³ Targets were re-negotiated and agreed with Government Office for the West Midlands in 2008/09.

- 27** Ambitions for housing are strongly aligned to wider objectives. The regional themes of urban regeneration and rural renaissance are strongly reflected in the SCS, and developing core strategy, which provides the framework for delivery. Plans to support development within the core strategy are focusing on Hereford as a hub to deliver the growth point and regeneration focus, and a second plan is focusing more widely on the market towns and rural areas, to develop and sustain rural communities. Cutting across both plans are the themes of economic development, sustainability and tackling climate change. This approach means that housing is effectively linked to planning for socio-economic, transport and environmental issues, helping to support delivery of sustainable communities.
- 28** Plans to deliver significant levels of new homes in Hereford are effectively integrated with the Council's ambitions for economic growth and sustainability. The housing element of the wider regeneration and growth planned for the City focuses on the Edgar Street Grid project, with the aim of delivering 800 new homes. Planning permissions for infrastructure to release land for building have been approved, and the Council has released several of its own land holdings to support the project. Key national and regional partners are working effectively with the Council to progress the scheme, which aims to double the levels of housing delivery previously achieved within the City.
- 29** The Council works well with partners and stakeholders to build support for difficult decisions or policies. For example, it has worked closely with parish councils for some years to ensure that any local concerns about new affordable homes, particularly on rural exception sites, are allayed and creditable numbers of new homes have been delivered as a result. More recently it has, despite local opposition, granted planning permission for new infrastructure to enable housing development in key areas of the City, because without this, its wider plans for housing growth as part of the City's regeneration and would stall. This helps to remove any barriers to progressing the Council's aims.
- 30** Elected members are active advocates for housing and champion the housing needs of the county effectively. At regional level, for example, their involvement helped to ensure that rural housing growth and sustainability were recognised within the regional strategies. They opted for housing growth above the levels recommended by the Regional Spatial Strategy in order to be able to deliver the Council's longer term ambitions. At a more operational level, members provide challenge in their scrutiny and champion roles, resulting in a more streamlined housing advice service for customers.

- 31 Although it has clear ambitions for housing, the Council currently lacks a clear vision for the role of all housing within the area. The SCS, and associated targets within the LAA which provide the overall vision for the area, focus largely on new supply, and tackling homelessness. There is a lack of clarity about the role of other housing tenures, and providers, in helping to deliver sustainable communities. This is important where delivery of wider plans, such as increasing the level of education on offer, may impact on the nature of the housing market as it responds to changing patterns of demand. The Council is currently consulting on a refresh of its previous housing strategy while it is developing a sub-regional housing strategy. Without an agreed, published vision for all types of housing, some partners may not be clear about how different parts of the housing sector contribute to delivering the Council's ambitions.
- 32 Similarly, it is not clear how effectively the housing and support needs of different parts of the community are being planned for. Some elements of key strategic documents, such as the SCS and the emerging core strategy, refer to specific groups such as Gypsies and Travellers, young people with disabilities, and older people. Other groups are referred to in different plans, such as the emerging housing plan for people with mental ill health, or provision for ex-offenders which is referred to in the homelessness strategy. Some groups, such as BME Groups, are not mentioned at all in research about housing needs, or in key documents relating to housing. The lack of a single, integrated approach which brings together the needs of all groups, and progress of existing commitments, poses a risk that the needs of some people will be overlooked.

How effectively is partnership working and community consultation shaping, and supporting delivery of, the strategic approach to housing?

- 33 This is an area where the Council is performing adequately. The Council has some well developed relationships at local, regional and national level, but is not effectively engaging with local housing partners to shape and deliver housing priorities. It is undertaking some positive work with local communities, but there is a lack of focus on understanding and planning for the needs of vulnerable and diverse groups.
- 34 The Council has a strong focus on understanding and meeting the needs of communities at a more local level in order to promote sustainability. It has brought together the themes of improving value for money, improved access to services, and sustaining rural communities and the voluntary sector, within its developing approach to Total Place.⁴ Six local pilots have recently been completed. It is intending to build on this further through the emerging core strategy, supported by the development of six local housing market area assessments. Although this work is developing, it demonstrates a positive approach to engaging residents at a local level to shape the vision for their communities.

⁴ Total Place is a new initiative led by the Leadership Centre for Local Government. Herefordshire is one of 13 pilot areas. The aim is for all local public services in an area to work together to deliver improved services at a lower cost.

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- 35** The Council has successfully captured a wide range of views and feedback from stakeholders and the community to inform its approach to place shaping. Informed by the priorities within the Sustainable Communities Strategy, the place shaping consultation builds on the previous options consultations completed as part of the emerging Local Development Framework. A number of different engagement methods, including roadshows and postal questionnaires, has generated over 5,000 responses, from a wide range of organisations, and residents. Although the impact of this work is not yet apparent, the level of responses is high compared to others and provides the Council with a firm basis on which to develop its plans.
- 36** There are well developed arrangements for engaging with communities to promote understanding of, and help inform, delivery of new affordable homes. A rolling programme of rural housing needs surveys is supported by roadshow events for local communities, attended by members, officers and more recently, developer partners. The Council has also been working for many years with parish councils to develop their understanding of rural housing needs. This is helping to generate support for delivery of new affordable homes, particularly in rural areas.
- 37** The Council has well developed relationships with key external organisations. Close working with the Environment Agency ensured that potential barriers to delivery of the Growth Point were identified early on in the masterplanning stage, and were dealt with quickly. At a local level, this has translated into support and advice on managing risks to delivery of individual schemes. Close working with the Homes and Communities Agency also enabled the Council to secure additional funding to acquire homes from developers in addition to the planning gain already achieved on two sites. This helps the Council to safeguard delivery of its key strategic housing and regeneration plans and projects.
- 38** Key regional partners and organisations have a good understanding of what the Council is trying to achieve, and how it fits with regional priorities. Members and officers play an active role in regional networks and structures, and have influenced the regional agenda, which in turn supports the local vision. For example, in its influencing role, the Council was able to help ensure that rural housing became a priority, alongside urban regeneration, within the regional housing strategy. Involvement regionally has also helped to secure funding for key strategic projects, such as housing provision within the regeneration scheme for Hereford. This has increased the Council's ability to call upon the experience, and resources, of regional partners to help deliver its plans.
- 39** Positive relationships with local partners are also helping to deliver priorities. Examples include working with development partners to maintain delivery of new affordable homes in the downturn; with registered providers to provide early notification of potential homelessness cases, and working with the police, fire service, health and social care colleagues to tackle poor housing standards in the private sector. Registered providers have also worked closely with the Council to support and develop schemes for temporary social housing, and new models of provision for vulnerable people.

- 40 However, the approach to working with partners and stakeholders to develop a housing vision and related priorities is not fully robust. The Council recently consulted partners on a refresh of the previous housing strategy to provide a framework until 2011/12, when it aims to have a sub-regional housing strategy in place. However, consultation was limited to asking partners and stakeholders to comment on a draft vision and priorities which mirrored those of the previous strategy, rather than to develop a vision and priorities from their experience, particularly in a changing market. This was because the research base highlighted the same issues, but in practice, key parts of the research base had not been updated, and it does not provide an up-to-date picture of the housing market now, or in the future. This approach offered little opportunity to challenge and actively shape a vision for housing in the local area.
- 41 Ongoing engagement mechanisms with local housing partners are not well integrated or focused on delivery of strategic priorities. Housing is acknowledged as being critical to all of the theme areas within the Sustainable Communities Strategy, but is only specifically referenced in two of the six themes, although housing has representation on three of the theme groups. The membership of the Housing Partnership, a sub group of the LSP's Stronger Communities theme group, is limited to registered providers, with separate groups for developers, private landlords, and homelessness partners. The Partnership does not have a work plan, and the functions of its sub-groups are, with the exception of the developer sub-group, largely limited to information sharing. As a result, the Council is missing opportunities to harness the capacity of partners to deliver shared aims.
- 42 The draft housing strategy vision refers to meeting the needs of a diverse community, but the Council has not actively sought the views of vulnerable or minority groups, or associated voluntary organisations or networks, on what those needs are. There are some examples of targeted engagement in relation to plans for regeneration of the City, such as consultation with a local disability network, and engaging with young people to reflect their views and needs in the homelessness strategy. However, there are few further examples. This is a missed opportunity to ensure that the development of the housing vision and priorities are informed by engagement with groups of people who are vulnerable or at risk of disadvantage.

Is there an up-to-date understanding of the housing market and housing conditions, socio-economic data and the broader policy context which informs the housing vision and strategic decision making?

- 43 This is an area where the Council is performing adequately. It uses intelligence about the housing market to influence and inform regional and local priorities and decision making. Key pieces of research are supporting delivery of its priorities, and are helping to meet the needs of some groups at risk of disadvantage. However, its approach to sub-regional and local interventions is still developing and it lacks information about the needs of all groups within the community. It does not have an up to date picture of the role and condition of the private sector.
- 44 Intelligence about the housing market is used effectively to inform and influence the Council's, and wider organisations, priorities and strategies. A key element of the research base is a sub-regional strategic housing market assessment completed in 2008. This highlighted the mismatch between local wages and affordability, and the prevalence of older, rural housing stock in the private sector which is hard to heat and keep warm. This directly informed the 2005-2008 housing strategy, corporate priorities, affordable warmth strategy and the Sustainable Communities Strategy. It has helped to gain the support of partners for shared priorities, for example, raising the profile of rural housing need within regional strategies, and involving health partners in tackling fuel poverty.
- 45 Housing and development plans are informed by regularly updated information on land availability. The Council has recognised the importance of new supply in rural areas for a long time, and has a well-established programme of rolling housing needs assessments in market towns and smaller settlements. In addition, a Strategic Housing Land Availability Assessment provides the Council with a picture of potential sites for new housing between 2009 and 2026, broken down into five-year blocks of deliverable sites, and those with some constraints. It confirms that there are sites which in total could accommodate over 25,000 homes to 2026, and that there are sufficient deliverable sites to support the City as a designated growth point. This is directly informing, and supporting, the type and scale of the Council's planned interventions and ambitions.
- 46 In addition to research which identifies potential locations, the Council also undertakes regular reviews to determine what type of new affordable housing is needed. It has completed specific research into demand for key worker housing, and regularly tests the affordability levels of non-rented affordable housing options in relation to local employment patterns and wages. This has been used to inform the type of homes provided through new supply, for example, over the last three years the proportion of new affordable homes for rent has increased as open market affordability has decreased. This approach enables the Council to respond effectively to changing patterns of need and affordability.

- 47 Sharing data within the Council is providing a joined-up approach to tackling empty homes. Colleagues in different parts of the housing service, along with those in revenues and benefits, are working together to identify and analyse the location, type and profile of empty homes on a quarterly basis. This enables the housing service to target advice or enforcement action as appropriate, but with a focus on encouraging owners to improve their properties, with funding linked to the use of the property as rented affordable housing or temporary accommodation. This is helping to increase the supply of good quality affordable homes.
- 48 Specific research is helping to ensure that housing priorities reflect the needs of some disadvantaged groups. Research completed jointly by the Council and the Primary Care Trust highlighted the need for a shared approach between mental health and learning disability services and housing need. The ageing profile of the county and key pieces of research, such as the Joint Strategic Needs Assessment, highlighted the need to reduce the level of residential care and promote enablement and independent living. The review of the homelessness strategy also highlighted a need for more provision for care leavers and ex-offenders. The results of this research are evident in the new provision of housing and related support services to meet these needs.
- 49 However, the research base is not always being used effectively to make sure that the needs of all diverse groups are understood. For example, key research documents identify an increase in the county's BME community, but there has been no targeted engagement to explore housing needs across BME communities. There are gaps in the coverage of commissioning plans, for example, the plan for older people is not yet complete. Operational monitoring of service delivery is also failing to capture take up across the different groups. As a result, the Council cannot be sure that its housing plans and services are meeting the needs of all parts of the community.
- 50 Analysis of issues at levels above and below the county level is developing, but is not yet complete. Sub-regional work has included shared research relating to the housing market and the needs of Gypsies and Travellers, but there is currently no assessment of how cross-boundary planning for provision may assist in delivery. The Council is also undertaking some positive work to understand the needs and aspirations of localities, supported by community consultation for the Local Development Framework. However, this work is not yet complete, and the Council's ability to target and shape strategic housing services at a sub-regional and local level is not fully developed.
- 51 The Council does not have an up-to-date picture of the private sector housing market. It undertook a stock condition survey of the sector in 2005, and is planning a further survey this year. It has used the 2005 information to inform priorities, for example, the Council's strategic focus on affordable warmth, and has targeted interventions towards improving the energy efficiency of homes which are hard to heat. However, it has not completed follow up surveys on completion of works to assess the impact of its assistance, or enforcement. It is not sufficiently proactive in its approach to Houses in Multiple Occupation, although it recognises that the number of migrant workers poses challenges in the private rented sector. As a result, it is not able to base priorities for this sector, for example, in the draft housing strategy, upon a realistic understanding of the condition, pressures and opportunities that it offers.

Are there robust housing and planning strategies and policies which support delivery of housing priorities?

- 52** This is an area where the Council is performing adequately. Planning policies are supporting delivery of new market and affordable homes. The strategy for homelessness is preventing increasing numbers of people from becoming homeless. However, the Council's approach to strategic commissioning and sub-regional working is still developing, and there are weaknesses in its approach to the private sector and equality and diversity.
- 53** Planning policy supports delivery of sustainable communities. The Council's planning principles reflect the regional and local aims for urban growth and regeneration and sustaining rural communities by setting out a development hierarchy – from urban settings, to market towns, to rural areas – with growth in market towns aligned to meeting local housing need, or supporting local services.
- 54** The housing stock in the county is predominantly owner occupied, and so the Council has a strong focus on maximising the delivery of new affordable homes alongside delivery of new market housing. Site allocations set out requirements for developers in terms of the location and numbers of new homes required, and the number of affordable homes within each scheme. Thresholds are determined for each site, informed by surveys of housing need, and for windfall sites at 35 per cent affordable provision on rural sites of six or more units, and on urban sites of 15 or more units. Development briefs and Supplementary Planning Documents for planning obligations and affordable housing also help to maximise contributions. For the last three years, the Council has exceeded or achieved its aim of ensuring that 35 per cent of new homes are affordable.
- 55** Policies are also helping to meet rural housing need. The Council's rural exceptions policy is supported by a rolling programme of housing needs surveys, and the Council has worked with parish councils for many years to discuss how new housing can help to meet local needs. The number of homes delivered this way is small, but has increased each year, for example, from 6 in 2007/08 to 11 in 2009/10. In the last three years, 27 new affordable homes have been delivered in this way and, through the allocations policy, will meet the needs of local people in perpetuity.
- 56** The Council has an effective strategic approach to tackling homelessness. It reviewed its strategy in 2008 This included a wide ranging review of service data, including housing demand and condition, positive practice and national guidance, intelligence from wider services such as Supporting People and social care, and included consultation with service users, voluntary organisations and housing partners. The review identified gaps in service provision for key groups at risk of homelessness and has resulted in the delivery of new support services, for example, mediation services for young people, and support for people who misuse drugs and alcohol. Risk based service provision and support is helping to prevent homelessness, and is contributing to the Council's priority of reducing the number of households in temporary accommodation.

- 57 Strategic commissioning arrangements are still developing. The Council is developing its approach through a draft strategy for commissioning housing related support following the removal of the ring fence for Supporting People grant in April 2010. The strategy is not yet complete, and although it has a supporting action plan, it lacks confirmed dates for many actions, including, for example, completing a gap analysis of need and provision. The Council cannot yet be sure that its current strategies and plans are effectively capturing known and emerging needs.
- 58 The Council lacks an effective strategic focus on the private sector. There is no private sector housing strategy, although one is planned for development during 2010. A strategy for tackling empty homes was refreshed in 2010 following a five-year gap from the end of the previous strategy, during which time the headline level of empty homes had not significantly decreased. The private sector, and the contribution it makes, is not mentioned in the Sustainable Communities Strategy except in relation to delivery of affordable warmth. This is an area which has had a strong focus within the Council but has had limited impact on the level of non-decent homes occupied by vulnerable people, an issue identified by the Strategic Housing Market Assessment. Fifty-two per cent of non decent homes in the private sector were occupied by vulnerable people in 2009/10, compared to 59 per cent in 2006/07.
- 59 Work with partners to develop a sub-regional housing strategy is underway, but progress is slower than the Council anticipated. The Council has worked with sub-regional partners to commission housing research, such as the Strategic Housing Market Assessment, but aims within the 2005-2008 housing strategy to develop a joint approach to homelessness and a sub-regional affordable housing strategy have not been achieved. The Council is currently working closely with partners and stakeholders, supported by members and registered providers, to develop its sub-regional approach, and it has started comparing strategic aims and priorities. However, this reflects the early stage that this work is at, and as a result, there are no outcomes yet from a shared strategic approach.
- 60 The approach to undertaking equality impact assessments is having only a limited impact on service provision. Assessments for key areas of service, such as housing development, homelessness and private sector housing, have been completed. However, only the assessment for the Home Point service has resulted in any change to practice or provision. The latter resulted in video guides for the service being made available in community languages. There are key gaps in what has been assessed, for example, the local connection policy, or main strategic documents. The Council cannot demonstrate that it has robustly identified and tackled any inequality in service provision as a result.

Does the council have the capacity to deliver its housing vision effectively now and in the future?

Are the right skills and tools in place to ensure effective delivery of housing priorities?

- 61 This is an area where the Council is performing well. New structures reflect the role of housing in delivering wider ambitions. Investment in ICT, skills and knowledge is matched to priorities. However, there are some operational gaps in partnership working and capacity.
- 62 Restructuring has effectively aligned services towards delivery of strategic priorities. Housing, planning, economic development and regeneration, and transportation were all brought together into the same directorate in 2008, with the aim of focusing resources on the 'live, work, visit' focus of the Sustainable Communities Strategy. This has resulted in some positive joint working and approaches, for example, joint pre-application meetings for delivery of new affordable homes. The planning service has been restructured to increase the level of delegated decisions, helping members to focus on strategic applications, for example, relating to delivery of the growth point.
- 63 The Council deploys skills and staff resources flexibly. Recognising that the growth point and regeneration require a step change in delivery, it has set up a new team to focus on planning, co-ordination, and delivery for key projects, such as developing the Hereford Action Plan. It has also seconded a planning officer into the organisation which manages the Edgar Street Grid regeneration scheme, and allocated a second officer to focus on dealing with applications for that scheme. This provides additional capacity focused on strategic projects, and also enables staff to develop their skills in a more complex environment.
- 64 Skills development, knowledge sharing and training opportunities are widely available to and from the service. Staff are encouraged to develop their own knowledge and skills, for example, through sponsored professional development, as part of their appraisal and learning plans. Secondments are also used to develop the range of skills that is available to the Council. Staff provide a number of training and learning opportunities for members and parishes. Staff and members we saw are committed to housing plans and priorities, and are knowledgeable about the inter-relationship with other aspects of the Council's vision.
- 65 Investment in ICT is resulting in more streamlined working processes. The service has benefited from the corporate transformation programme, which aims to deliver improved value for money and more streamlined services for customers through better use of technology. Examples include the new homelessness system, which has reduced manual performance data collection and improved ways of working for front line staff. Other improvements include providing access to specialist software to trace the owners of empty homes, reducing the time and costs spent using an external tracing agency. Better use is made of staff time as a result.

- 66 The quality of external partnership working is mixed. The Council has well developed strategic and operational relationships with national and regional organisations, for example, with the Environment Agency, which helps to safeguard the delivery of key schemes and projects. It also has well developed operational relationships with local partners, such as registered providers and the police, where joint working is helping to reduce the risk of homelessness for vulnerable people. Examples include developing the emergency assistance service for migrant rough sleepers, and early warnings for eviction. However, the Housing Partnership is not being maximised as a means of challenging or developing strategic and operational responses to delivering the Council's vision for the area.
- 67 Working arrangements across Council services are broadly aligned to housing services, but are not effective across all services. Teams within housing work well together to prevent homelessness. They also work closely with benefits, and social services, but arrangements are less effective in terms of communication and caseload management with environmental health. Joint working between housing and health colleagues is positive in relation to referrals and delivery for minor repairs and adaptations, but is less effective for delivery of major adaptations in terms of workload planning between the services. Both impact on the ability of the Council's private sector housing team – which has limited staff resources – to deliver services effectively.
- 68 The Council has not yet assessed the capacity and skills within the service to deliver its future plans. This work is planned following the finalisation of a restructure of Council services. It has completed a workforce planning assessment of the service for current levels of service provision, but this failed to identify that there is insufficient staffing capacity to deliver a proactive approach to inspecting and maintaining standards in the private sector. The Council does not yet know if it has the right level and range of resources in place to deliver planned step changes in delivery, and improved services which meet needs now and in the future.

Are arrangements in place to keep delivery of housing priorities on track and promote a culture of continuous improvement?

- 69 The Council is performing adequately in this area. It has a clear framework for managing performance which is aligned to priorities. It uses learning to improve its services, and its plans address key weaknesses. However, risks are not always managed effectively, and the Council is not routinely assessing whether outcomes are being delivered as intended. The use of feedback from customers is limited.
- 70 There are strong links between the vision for the county, and priorities for action identified within the service. The SCS and the Council's corporate priorities, in the absence of a current housing strategy, provide a clear framework for service to work within. The service plan sets out actions and timescales for the coming year against each of the themes within the SCS. Although housing is not referred to as a specific priority in each theme, there is a strong focus within the service on delivering against its specific targets, and contributing to the wider vision for the area

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- 71** Performance targets are aligned to the delivery of strategic priorities, and are monitored effectively. Reports are tailored appropriately to different levels of the organisation, ranging from high level national indicators at corporate and LSP level, to a wide range of national and local indicators at service and Housing Partnership level. Regular exception reporting and commentary enables the Council, and partners, to identify and correct any areas of underperformance. A positive example is the way the Council and its development partners worked together to review and accelerate schemes within the forward plan to achieve their LAA delivery target. As a result of this approach, the Council and partners are better placed to work together to deliver their aims.
- 72** The Council has strengthened its approach to keeping planned actions on track. It has invested in dedicated performance management software, which brings together service plans and targets into one system. The system highlights exceptions, and requires commentary for where performance is not meeting target. The Council has also invested to develop a culture of challenge to support its approach, for example, through its 'change champions' programme. These are positive developments, and reflect perceptions from external organisations that the Council is more focused on doing what it says it will do.
- 73** The Council actively seeks to learn from others to improve its services. There are numerous examples within the service of where learning from high performing organisations and good practice has been tailored and implemented to improve services. Examples include using video guides to explain the choice based lettings system to applicants, and exploring the use of assistive technology for people with dementia. This is resulting in high levels of self awareness, which is helping to inform service improvement plans.
- 74** Risk management processes are embedded at different levels, but are not always effective. Service level risks are identified and reviewed regularly, and escalated where mitigation measures are required at a corporate level. Poor performance in delivery of grant funded major adaptations is an example of where a service risk was escalated. This resulted in additional funding to clear a backlog and provide additional staffing resources for the service, but did not robustly tackle the fragmented nature of service delivery, which had contributed to the problems. As a result, assurance that the same issues will not occur again is limited.
- 75** The service is not sufficiently focused on evaluating the impact of projects, partnerships and services which benefit from Council investment. There are some positive examples, such as evaluation of the Herefordshire Supported Housing for Young People Project (SHYPP) which is raising awareness of housing options among young people. However, there are also several examples where monitoring and evaluation are not routine, or are absent. Examples include the choice based lettings scheme, which has not been robustly reviewed with partners since it was implemented in 2002, mediation and debt advice, and interventions in private sector housing. The partnership agreement with developers was reviewed recently, but after a gap of several years during which it had not been monitored at all. The service cannot be sure that all of its activities are effective or delivering their intended outcomes as a result.

76 The collection and use of feedback from service users is limited. There is no clear strategic approach to what should be collected, how or when. Where information is being routinely collected, for example, for Home Improvement Agency services, the service can demonstrate how it has taken action to address areas of dissatisfaction. However, several key areas of service are not collecting any information at all, for example, on new homes and only limited customer feedback is collected for housing advice and homelessness services. Where postal surveys are being used on a regular basis, they are not capturing comprehensive customer profile information. As a result, the service is missing opportunities to improve the quality of services it provides, and to ensure that services are provided fairly and consistently to all parts of the community.

Does the council plan and manage its finances and other resources to support the effective delivery of its strategic housing priorities and achieve value for money?

- 77** This is an area where performance is adequate. The Council attracts external investment to support its own, and directs resources to priorities, although it is not assessing the impact of funding decisions on delivery of its priorities. There are some examples of improving value for money within the service, but comparative work is underdeveloped.
- 78** Resources are effectively directed towards the delivery of priorities. Examples include the local mortgage rescue scheme and investment to develop the housing options service. Council owned assets are used to support delivery of new affordable homes, and although commuted sums are rarely accepted, they are also used to support housing delivery, for example, supported housing. Funding and resources are recycled – for example, the use of loans rather than grants for improvements to private sector housing, and use of planning and delivery grant to fund key pieces of the research base.
- 79** The Council successfully attracts external investment to support its aims. Examples include £4.6 million from the Department of Health to deliver the county's first extra care scheme and £7.6 million from the Homes and Communities Agency between 2007/08 and 2009/10 to support delivery of affordable homes, which relied on effective support from partners. The also placed a successful bid for MIRA⁵ funding to provide an emergency housing support service for migrants who do not qualify for other assistance.
- 80** There is a strong corporate focus on value for money which is reflected in the service. Requirements to identify cost savings of 15 per cent over three years means that the service has regularly reviewed the strategic relevance of what it does, and whether it can deliver the same or more within reducing resources. Examples include using staff to deliver the service previously provided by the Rural Housing Enabler, and investment in adaptations which can be recycled, such as ramps, and more recently, a modular extension to a house. This is supported by a focus within the performance management framework to make sure that performance improves at the same time as resources reduce. This is helping the Council to make better use of its resources.

⁵ MIRA – migration and integration in rural areas. Funding for the project has come from the Migration Impact Fund, a national fund which comes from the levy migrants pay to the government when they enter the country.

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- 81 Planning processes are used to support value for money in the delivery of strategic housing objectives. Development briefs are produced for all development where the Council has a direct interest. These have ensured that suitable infrastructure and community facilities are provided on-site in these areas. Section 106 agreements have been used on specific sites where infrastructure requirements can be evidenced, and the number of new affordable homes delivered as a result has increased.
- 82 The Council's partnership arrangements with developer registered providers is focused on providing value for money. Following selection, the Council negotiated and agreed the allocation of a lead registered provider to a specific geographical area, which avoids price rises through competition for the same site. The allocations also matched the registered provider's concentrations of managed homes. This enables them to gain economies of scale in their activities and enables the Council to work more efficiently with the selected group of partner developers.
- 83 However, the Council's understanding of whether strategic housing services offer value for money is underdeveloped. Work to explore how costs, performance and service quality compare to others, or over time, is at an early stage. The Council has joined a service specific benchmarking group, although this is yet to report any results. It is also developing an in-house matrix to better understand the relationship between budget spend and outputs, but it is too early to see any outcomes from this. As a result, it cannot yet demonstrate that its services offer value for money.
- 84 The impact of funding decisions in relation to delivery of priorities is not routinely captured. For example, the Council has invested resources in affordable warmth, and can demonstrate the number of actions it has taken to support this through private sector housing interventions, but it cannot demonstrate the impact that these interventions have actually had on heating costs for vulnerable residents, or the average energy efficiency rating of the housing stock. This limits the Council's ability to evaluate whether resource levels are appropriate to deliver key housing priorities and targets.
- 85 Partnerships have not been evaluated in relation to resources and value for money. The Council has not completed a review of internal and external partnerships to assess how effectively they are helping to deliver shared priorities for housing. There is no agreed work plan for the housing partnership, and there are examples where existing strategies and targets, for example, for affordable warmth, have not been viewed as an opportunity to formally sign partners up to delivery, sharing responsibility for targets, and identifying opportunities to share resources. There are also examples where service level agreements and partnership agreements are not effectively monitored or regularly reviewed. As a result, the Council is missing opportunities to share resources and maximise the impact of partners in delivering the vision for the area.

Do commissioning and procurement arrangements for strategic housing delivery help to maximise value for money and sustainability?

- 86 This Council is performing adequately in this area. Procurement is adding value and reducing costs. The use of council owned assets is increasing capacity for delivery of new homes, and commissioning decisions reflect diversity and sustainability considerations. However, commissioning arrangements are not fully effective and the Council has not assessed the effectiveness of its partnerships.
- 87 Tailored procurement choices are helping to deliver improvements, and reduce costs. The service uses a mix of different procurement methods to meet different needs. In addition to standard contract tendering for known volume and value services, it has used competitive dialogue to secure specialist skills to lead its regeneration and housing programme. It has also recently implemented two framework agreements, arranged through a national collaborative procurement organisation, for purchase and installation of level access showers, and the newly implemented ICT system for homelessness. Both of these areas had been identified as being high spend, but with barriers to delivering improved services for customers. This approach is adding value, as well as reducing costs.
- 88 The Council is increasing its capacity to deliver affordable homes through the use of its own assets. It has used its own assets and land for some time to support delivery of affordable homes, but this has been largely reactive. A recently completed strategic review of its holdings and how they could contribute was prompted by the impact of the economic downturn on pipeline schemes, and the housing service is now actively working with development partners to explore options for the sites. By using its own assets the Council is reducing the costs of developments.
- 89 Equality and diversity issues are reflected in commissioning arrangements. There are equality schedules in all contracts which are monitored by the Council. Accreditation schemes, for example the ACQUA scheme for voluntary sector providers, provide an incentive to focus on diversity, as this is considered as part of the commissioning process.
- 90 Commissioning decisions are helping to reduce the Council's environmental impact of service provision. For example, commissioning decisions for services for people with physical disabilities include a focus on the proximity and accessibility of transport links. For vulnerable people who live in more isolated areas, providers promote recruitment opportunities locally, to help reduce the carbon footprint and sustain local communities. This is supporting the Council's aims of sustaining rural communities, and reducing carbon emissions, whilst providing accessible services for vulnerable people.
- 91 However, partnership working to commission services is not fully effective. There are some positive examples of joint commissioning, for example between adult social care and strategic housing for the handyperson and Telecare services, and with probation for the wraparound pilot for ex-offenders who are substance misusers. However, there are gaps in the coverage of commissioning plans, and engagement with mental health and learning disability partners is underdeveloped. The Council is missing opportunities to maximise the impact of shared resources as a result.

Is the strategic approach to housing delivering better housing outcomes for the local community?

Is new market and affordable housing offering greater choice for new and existing households and promoting sustainable communities?

- 92** The Council is performing well in this area. It is delivering increasing numbers of new affordable homes. Effective tools and relationships are in place to support this. Delivery is informed by sustainability assessments, local needs and changes in market supply. Performance in delivering new market housing has been strong. However, new market homes do not always meet the same standard as affordable homes and provision is not meeting the needs of Gypsies and Travellers.
- 93** The Council has performed well in enabling the provision of new housing, but recently the numbers of new housebuilding completions has decreased. The number of housing units completed has, until 2008/09, been increasing year-on-year. Between 2002/03 and 2007/08 a total of 4,129 new homes were built. There were 829 net completions in 2007/08, the highest level achieved in the county since 2001. This decreased to 689 in 2008/09, and is expected to be lower still in 2009/10.⁶ However, despite the impact of the economic downturn, when large assembled sites stalled, the number of new homes in total is only 191 short of the managed target set out in the Regional Spatial Strategy. This is important as market housing provides a key mechanism for delivering new affordable homes, which is a housing priority for the Council.
- 94** The Council is delivering increasing numbers of new affordable homes. In addition to new build completions, the Council boosts the number of new affordable homes through assistance for households to convert to low cost home ownership, for example, through its local mortgage rescue and DIY shared ownership schemes, providing grant assistance, and through planning gain. The total numbers of new affordable homes has increased from 144 in 2007/08, to 208 in 2008/09.
- 95** Positive relationships with developers and funders have enabled the Council to manage the risks to delivery of new affordable homes posed by the economic downturn. It actively sought to support schemes in different ways. Examples include conversion of schemes from 35 per cent to 100 per cent affordable homes; helping registered providers to purchase windfall sites for development; and securing additional external funding to deliver more homes on sites being delivered through the planning system. As a result, the Council has delivered 182 new affordable homes in 2009/10, exceeding the agreed LAA target for the year.⁷

⁶ 2009/10 data is not available until the end of June 2010

⁷ This is the re-negotiated LAA target, agreed with Government Office West Midlands in 2009/10, which was revised downwards due to the impact of the economic downturn on housing markets and construction.

- 96 Planning policy and the research base are used effectively to ensure that new market and affordable homes are delivered in the right location. Adopted policies from the Unitary Development Plan for example provide a clear hierarchy approach for all new developments linked to an assessment of community and infrastructure sustainability. Density policies are used to manage the delivery of numbers in different types of development. This is further supported by ongoing Housing Needs Surveys, clear thresholds, template section 106 agreements, pre-application meetings, and development briefs. This helps to ensure that the Council is securing new market, and affordable homes, of the right size and type, in the right place.
- 97 Delivery of new affordable homes is strongly aligned to local affordability levels. The Council recognises that the type of affordable homes required may change over time, and it uses its research base to regularly test and inform policies for delivery. For example, the Council has moved from a target for an equal split of shared ownership and rented homes in 2006/07, to one of 80 per cent rented homes from 2008/09. The Council has broadly met these targets over time. The annual programme of local Housing Needs Surveys also helps to inform negotiations at an early stage by setting out the number, type and size of homes needed in different places. Regular testing means that the Council is clear about its policies in negotiations at the planning stage, and is better placed to deliver new homes which meet local needs.
- 98 New affordable homes are completed to agreed, minimum standards. Schemes are well designed to blend in with existing communities, particularly in rural areas. New homes are integrated with, and are indistinguishable from, new market housing. The Council's Design Guide, supported by an adopted Supplementary Planning Document, promotes standards which include secured by design and lifetime homes. In line with grant requirements, it also requires compliance with level three of the Code for Sustainable Homes as a minimum, although there are schemes where this has been exceeded.
- 99 New market housing does not always meet the same standards as new affordable homes. The Council has successfully ensured that new affordable homes meet lifetime standards when delivered through the planning system, but has yet to work with private developers to stretch standards beyond the minimum required by building regulations, although this is planned. As a result, affordable homes are often being completed to a higher standard in terms of sustainability than new market housing.
- 100 The Council is focused on meeting the needs of different groups of people through the delivery of new housing. In response to need identified through the research base, schemes to meet specialist needs include an extra care scheme, self-contained accommodation for adults with learning disabilities combined with a floating support scheme, self-contained accommodation for care leavers, and transitional housing for young people moving on from Foyer schemes. The service is currently negotiating with health and housing partners to secure the provision of private and social rented accommodation for people with mental ill health. There are also positive examples of where the Council has, through providing additional grant funding, built in needed adaptations during the planning and delivery phases of new build schemes.

- 101** The Council also recognises the need to deliver new homes to secure the sustainability of rural communities and retain the skills of local people. A settlement hierarchy is used to ensure that any new development is sustainable. The Council works closely with town and parish councils to deliver new affordable homes on exception sites, makes use of brownfield sites such as redundant agricultural buildings, and has recently completed a live-work scheme.
- 102** However, it has been slow to deliver any new or refurbished provision for Gypsies and Travellers. An accommodation needs assessment was completed with sub-regional partners in 2008. Some two years after this, the Council has still not finalised options for new provision or refurbishment. Lack of useable or available pitches can lead to overcrowding, poor health and education outcomes for Gypsies and Travellers, as well as a cycle of illegal encampment or development, followed by enforcement action, which is a relatively expensive way to spend the Council's resources.

Is there an effective approach to improving the quality and use of existing housing and promoting sustainable neighbourhoods?

- 103** This is an area where the Council is performing adequately. It is helping people to remain living in their homes through measures for affordable warmth and independent living. Increasing numbers of empty homes are being brought back into use, but it is failing to have a significant impact on the condition of the housing stock. The Council takes enforcement action where necessary, but its approach to raising standards in the private sector is reactive. It is taking too long to process applications for major adaptations, and this service is fragmented. The allocations policy is not being maximised in relation to delivering wider ambitions.
- 104** There is a strong focus on improving levels of energy efficiency and affordable warmth within the county's housing stock. The Council offers a range of assistance, which include the Council's Special Energy Efficiency Scheme (SEES), and Repairs on Prescription referral programme, which make use of partner resources to support delivery. The SEES scheme, which has helped 2,627 households since 2007/08, has been delivered with the assistance of CERT⁸ funding, is targeted to tackle homes which are hard to heat and keep warm. Repairs on Prescription funds works up to £1,000 which have been referred by health or social workers, and has helped 2,071 householders since 2007/08. This is helping to reduce the impacts on cost and health to residents, particularly those who are vulnerable and who live in homes which are hard to heat and keep warm.
- 105** A wide range of preventative services is helping to ensure that residents are able to remain living independently in their own homes. They include a rapid response service to complete minor and emergency works to prevent hospital admission, and ensure that patients are able to return home from hospital without any delays; a low level handyman scheme, and delivery of minor aids and adaptations through an integrated community equipment store. Over 6,000 households have benefited from these services in the last three years, and this approach is helping the Council to make best use of existing housing stock, and manage demand for other types of accommodation.

⁸ CERT – Carbon Emission Reduction Target. This is funding which is available from utility companies.

- 106** However, the impact of the Council's activities, in relation to the scale of need within the housing stock, is either limited, or not known. Performance is not meeting targets in some key areas. For example, in 2008/09, the Council recorded that 51 homes were made decent as a result of its intervention, against a target of over 300, although it almost achieved its target of improving 1,200 properties. The Council is also underperforming against its target for improving the energy efficiency of the housing stock. In 2008/09, the percentage increase in the energy efficiency of all housing stock since 1996 was 19.7 per cent – but the Council aimed to achieve an increase of 30 per cent by 2011. The Council cannot demonstrate that it has significantly improved the energy efficiency or level of decent homes within the county's housing stock.
- 107** The Council cannot demonstrate that the type and scale of its interventions have had a sustained impact on reducing the level of empty homes within the county. It has recently refreshed its empty homes strategy, after a gap of almost five years. Between 2006/07 and 2008/09, the number of homes in the private sector which were empty for more than six months increased from 772 to 916.
- 108** However, a good understanding of the type and location of empty homes is now helping the Council to target its resources and bring more empty homes back into use. It maps the type and location of empty homes across the county, and through site visits and contact with owners, establishes the reasons why, which enables it then to target any further action as appropriate. Action to tackle empty homes is prioritised according to a number of criteria, which focuses on the status of the property, and also its impact on the surrounding neighbourhood. The number of homes brought back into use through action the Council has taken, whether formal or informal, has increased from 145 in 2006/07 to 176 in 2009/10, and is helping to improve neighbourhoods where empty homes have had a negative impact on the appearance of the area.
- 109** Increasingly effective joint working with partners is also now helping to make use of empty homes to meet housing need. The Council uses its own resources in the form of grant funding to encourage owners and landlords to bring empty properties back into use. There is a wide range of schemes and incentives available which include purchase and repair, temporary social housing and private sector leasing. In 2009/10, 23 empty homes were refurbished and used to provide temporary accommodation for people who are homeless, with leasing arrangements in place for six years; 22 were brought back into use by the private sector leasing scheme, and a further 4 properties were purchased and repaired, adding those properties to the available social housing in the county. This is helping to meet both short and longer term housing need.
- 110** The Council takes a balanced approach between support and enforcement to improve housing standards. It works effectively with partners such as the fire service to inspect properties, and since 2007/08 has assisted 20 landlords with grants totalling £157,000 to fund fire safety improvements to their properties. The Council also takes enforcement action where necessary, for example, it has recently worked with the fire service to jointly prosecute the owner of an unlicensed house in multiple occupation (HMO), following an enquiry from a member of the public.

- 111** However, whilst it is positive that the Council takes action where it can, this highlights the largely reactive nature of the service currently being provided. There is a lack of capacity within the service to proactively identify and follow up potential HMOs. For example, the Council is not yet making use of data which already exists within other services to identify possible properties, and does not have the capacity to undertake periodic visual surveys of the housing stock, which is important given the hidden nature of some of the HMOs within the county. It is not always completing follow up surveys of intervention, for example, to capture the impact on levels of decent homes in the private sector, and did not plan effectively for the expiry of its additional licensing scheme, with the result that almost half of the existing licenses will not be required to be renewed under the mandatory scheme. As a result, risks to the health and safety of occupants of HMOs are not being minimised effectively, and the impact of interventions on the quality of the housing stock is not being robustly captured.
- 112** The extent to which the Council has explored and is maximising the use of existing homes to meet housing need is mixed. It has recently launched an accreditation scheme for private sector landlords, which helps to provide a focus on tackling over-crowding for example, but lacks a proactive approach to identifying this issue through other means. The recently revised allocations policy refers to individual providers making provision for under-occupation of properties, but this is not part of an agreed, county wide approach, for example, through the Housing Partnership. The allocations policy reflects operational concerns about housing need, such as priority for care leavers, but it fails to consider and reflect some of the Council's wider strategic priorities, for example, linking lettings to tenancy skills development for young people.

The housing needs of vulnerable and lower income households are being met effectively?

- 113** This is an area where the Council is performing well. Housing advice and signposting is easily accessible. The level of homelessness is reducing due to an effective focus on prevention. Partnership working is helping to tackle rough sleeping. The supply and type of supported housing and services meets most needs, and has increased. However, partnership working and commissioning arrangements are not fully effective.
- 114** Housing advice and signposting are accessible in a range of different ways. The Council has worked hard to ensure that advice services extend into the rural areas, through the offer of home visits and housing advice surgeries in the market towns, in addition to the main service provided in the City centre. There is a wide range of information on the Council's website, and publicity about different services and the help available, for example, for owners of empty homes, or poor condition homes in the private sector, is targeted appropriately. Applicants are able to bid for housing through the HomePoint scheme in a number of ways, including telephone and text messaging. This is helping to ensure that people who live in remote areas or those who cannot easily access the Council's offices are able to get the advice, information and services they need in a way which suits them.

- 115** This approach has been successfully extended to groups of people who may find it difficult to engage with, or access, traditionally provided services. For example, housing surgeries take place at a unit which delivers acute psychiatric care, and a dedicated, multi-disciplinary adult mental health housing panel ensures that housing needs for adults referred by wider partners and services are identified at an early stage. Advice services in the community provided by voluntary organisations for people with specialist needs are also well used. These services have been provided in direct response to the needs identified in the review of the homelessness strategy, and provide a means of early intervention and advice for people whose vulnerability increases their risk of homelessness.
- 116** Despite an increase in homelessness applications and acceptances in 2008/09, the Council's focus on prevention has seen a reduction in the number of households who are homeless. It uses a range of prevention options, supported by partnership working, funded by a dedicated prevention budget. Initiatives include its well established local, as well as the national, mortgage rescue scheme, which between them have prevented 18 households from becoming homeless in 2009. Other options include the use of rent bonds and deposits to enable people to rent in the private sector; mediation services for young people; and a sanctuary scheme and refuge provision with floating support. This has enabled the Council to prevent increasing numbers of households from becoming homeless, with 417 preventions in 2009/10 compared to 388 in 2008/09. This has assisted the Council in reducing the numbers of households placed into temporary accommodation, and it has met its target to halve the use of temporary accommodation by 2010.
- 117** As part of its approach to preventing homelessness, the Council is working well with partners to identify and tackle rough sleeping. Through identification by the Police of a potential increase in rough sleeping by economic migrants, the Council has, with MIRA funding, introduced a dedicated project worker to provide emergency assistance and regular hot spot counts with partners. Within the first six weeks of the scheme the part-time worker attached to the housing advice service helped 13 people. The Council also works with other partners, such as faith organisations, to run a Cold Weather Shelter, staffed by trained workers from partner organisations. This provides an important safety net for people who may be reluctant to engage with formal housing and support services.
- 118** The supply of supported housing and services meets the needs of most groups of people. Examples of current provision include three Foyer schemes for young people provided by SHYPP, supported by dedicated move-on provision; self contained accommodation for people with learning disabilities, supported by clinical and therapeutic support; and self contained accommodation for ex-offenders, with referrals from the probation services. Plans are also progressing for core and cluster schemes for people with learning disabilities and mental ill health. Supply has increased in response to needs identified through partners and the research base, and there is now a wider range of appropriate supported housing options available.

Report

- 119** Lettings arrangements are providing choice for applicants. Over 90 per cent of the social housing stock is let through the county's choice based lettings (CBL) scheme. The common allocations policy was reviewed and revised in early 2010, and now includes a stronger focus on meeting the needs of young people leaving care, and customers ready to move on from support services.
- 120** The quality of partnership and joint working to meet the needs of vulnerable people is mixed. There are some positive examples of where this is working well, for example, the Repairs on Prescription scheme with health and social care professionals; and joint working with the Police and Fire Service in relation to provision of a Sanctuary Scheme, and enforcing standards in the private sector. However, there are also areas where this is not so effective, such as the provision of major adaptations, and lack of monitoring of operational agreements which are designed to prevent homelessness, such as debt advice and mediation services. As a result, the Council cannot be sure that some services, designed to meet the needs of vulnerable people, are fully effective.
- 121** The end-to-end service for grant funded major adaptations is fragmented. It is currently split between two services, housing, and health, and neither is taking an overview of how well the service works, or how long it takes for customers from their initial contact or enquiry, through to the completion of the work. Having identified an overspend due to a backlog of approvals last year, which had resulted in an average waiting time of three years, the Council allocated additional funding to clear the waiting list, and has approved funding for an increase in Occupational Therapy staff capacity. However, it is not clear that these changes will be sufficient to ensure that similar problems don't arise again. This is important given the ageing profile of the county's population, and the projected increase in the numbers of young people with physical disabilities.
- 122** It is taking too long for grant funding applications for major adaptations to be processed. In 2009/10, the housing service had a target of achieving this within 20 weeks of receipt, but took 29 weeks, although this is an improvement from 32 weeks in 2008/09. The service has recently implemented new initiatives to improve this, such as increasing the level of capital allocations, and introducing standard specifications for level access showers, which is the most frequently delivered adaptation, but the impact is not apparent yet.

Appendix 1 – Performance indicators

	2006/07	2007/08	2008/09	2009/10
Affordable dwellings completed/ acquired		144	208	185
Total number of new homes developed (net)	805	829	689	Not yet available
Number of private sector homes vacant for 6 months or more	-	833	916	874
Private sector homes vacant for 6 months or more as a percentage of the total housing stock	-	1.0	1.1	1.0
Number of empty homes returned to use as a direct result of action by the authority	-	164	153	182
Number of households accepted as priority homeless in-year	-	206	256	251
Number of those threatened with homelessness for whom advice and support prevented them from becoming homeless (per 1,000)	-	3.95	4.4	6.23
Number of households in temporary accommodation		93	91	79

Data sources: Herefordshire Council; Housing Strategy Statistical Appendix; West Midlands Regional Assembly monitoring data

Appendix 2 – Reality checks undertaken

- 1 When we went on-site we carried out a number of different checks, building on the work described above, in order to get a full picture of how good the service is. These on-site reality checks were designed to gather evidence about what it is like to use the service and to see how well it works. Our reality checks included:
 - focus groups partners;
 - interviews with staff, Councillors, partners and key stakeholders;
 - tour of the area;
 - visits to affordable housing developments; and
 - review of Council documents.

Appendix 3 – Positive practice

‘The Commission will identify and promote good practice. Every inspection will look for examples of good practice and innovation, and for creative ways to overcome barriers and resistance to change or make better use of resources’. (Seeing is Believing)

Partnership working to tackle rough sleeping

- 1 Through identification by the Police of a potential increase in rough sleeping by economic migrants, the Council has, with MIRA (Migrants in Rural Areas) funding, introduced a dedicated project worker to provide emergency assistance and regular hot spot counts with partners. Within the first six weeks of the scheme the service helped 13 people. The Council also works with other partners, such as faith organisations, to run a Cold Weather Shelter, staffed by trained workers from partner organisations. This provides an important safety net for people who may be reluctant to engage with formal housing and support services.

Engaging with parish council's and communities to reduce carbon emissions

- 2 The Council has challenged parish councils to encourage as many households as possible to calculate their carbon footprint using the Council's on-line calculator. The challenge was supported by a prize fund to enable the parish council's with the most participants to invest in energy efficiency measures for their village hall. The on-line calculator provides participants with advice on how to reduce carbon emissions, save money on associated household bills such as heating, and signposts them to wider resources for advice and assistance for affordable warmth.

Video guides to explain the Choice Based Lettings scheme to applicants who speak languages other than English or who have a hearing impairment

- 3 The Council has developed and implemented video guides which explain each stage of the Choice Based Lettings scheme, how it works, and what applicants need to do, in the four main community languages of the area in addition to English, alongside a video guide with the same information for people who use British Sign Language.

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MEETING:	ADULT SOCIAL CARE AND STRATEGIC HOUSING SCRUTINY COMMITTEE
DATE:	13 DECEMBER 2010
TITLE OF REPORT:	EXECUTIVE RESPONSE TO REVIEW OF HOME CARE IN HEREFORDSHIRE
REPORT BY:	DIRECTOR: RESOURCES & DELIVERY

CLASSIFICATION: Open

Purpose

To provide an update and timetable for the Executive response to the recent Scrutiny Review of Home Care in Herefordshire.

Recommendation

THAT:

- (a) the update and timetable for receipt of the Executive's response be noted

Key Points Summary

- The Executive is required to provide its response to a scrutiny review within two months of receiving the review report.
- To ensure that the response to the recommendations takes account of all relevant information, Cabinet will consider the recommendations within the context of its overall budget deliberations and provide a report to the Committee in the new year.

Alternative Options

- 1 None – statutory requirement for the Executive to respond.

Reasons for Recommendations

- 2 To meet statutory requirements.

Introduction and Background

- 3 Following the Adult Social Care & Strategic Housing Scrutiny Committee's acceptance of the findings of the review on Home Care in Herefordshire on 24th September, the report and recommendations were forwarded to the Executive for their consideration.

Further information on the subject of this report is available from
Marcia Pert, Director of Resources and Delivery. Tel: 01432 383470

Key Considerations

- 4 The Cabinet Member has considered the review and its recommendations in detail. However, in light of both the Comprehensive Spending Review announcement in October, and further announcements specifically impacting the health & social care system, it would be premature to respond to the review recommendations without taking the implications of these announcements into account.
- 5 Members will of course recognise the financial challenge facing the council, and be mindful of the need to have all relevant information to hand when taking decisions. The report and its recommendations will therefore be considered in this context over the coming weeks and a comprehensive response provided in the New Year.

Community Impact

- 6 Not applicable at this stage.

Financial Implications

- 7 Not applicable at this stage.

Legal Implications

- 8 Not applicable at this stage.

Risk Management

- 9 Not applicable at this stage.

Consultees

- 10 None

Appendices

- 11 None.

Background Papers

- None identified.

MEETING:	ADULT SOCIAL CARE AND STRATEGIC HOUSING SCRUTINY COMMITTEE
DATE:	13 DECEMBER 2010
TITLE OF REPORT:	ADULT SOCIAL CARE PERFORMANCE MONITORING 2010/2011
PORTFOLIO AREA:	OLDER PEOPLE AND SOCIAL CARE, ADULTS

CLASSIFICATION: Open

Wards Affected

County-wide

Purpose

To provide an updated report on progress in achieving national performance indicator targets and other local performance indicators in Adult Social Care within the Integrated Commissioning Directorate.

Recommendations

THAT:

- (a) **Progress in managing performance towards achieving targets be noted and;**
- (b) **Areas of concern continue to be monitored**

Reasons for Recommendations

- 1 To enable the Committee to carry out its function in relation to the Adult Social Care and Strategic Housing Performance targets for 2009/2010 and 2010/11.
- 2 The report cards in appendix 1 provide a full description of progress against key national indicators. The cards show the trend of performance compared against our 'family' of similar authorities, the English average and narrative describing the actions managers are taking to ensure improvement.
- 3 Key indicator outturns for the first 6 months of the 2010/11 performance year are contained in the report together with NI132 and NI133, which although removed from the National Indicator set are still reported on as key local indicators.
- 4 Herefordshire continues to perform "well" according to the annual 'Assessment of Performance' report from the Care Quality Commission, published on the 25th November. The report outlines the findings of the 2009/10 commissioner assessment process for

Herefordshire Council and sets out progress on areas of good performance, areas of improvement over the last year and areas which are priorities for improvement.

The report shows Herefordshire continues to work well with its partners in developing joint arrangements for the management of health and social care. The Council are commended for their initiatives to improve the quality of services and for work on the multi-agency framework for safeguarding; however amongst areas for improvement are the further implementation of market development, the numbers of people accessing self directed support and the improvement of data quality within safeguarding.

- 5 Findings from the service inspection carried out by the Care Quality Commission in late August and early September 2010 were published on the 26th November. This year the inspection focussed on Safeguarding Adults, Older People – Choice & Control and Leadership and the Commissioning of Resources.

Before visiting Herefordshire, the inspection team reviewed a range of key documents supplied by the council and during their visit, the team met with people who used services and their carers, staff and managers from the Council and representatives of other organisations.

For both Safeguarding Adults and Improved Choice and Control for Older People the council continued to be graded as adequate. The Commission acknowledged the hard work and commitment shown by staff and the huge amount of work that had been carried out over the year. The Care Quality Commission concluded that the capacity to improve in Herefordshire was uncertain; however a robust improvement plan is being developed that will respond to the recommendations in both the annual assessment and service inspection reports.

Personalisation

- 6 A new PPF Programme Manager is now in post and working to alleviate some of the issues that have meant our continued reporting of this programme at amber. Work on a local 'market map' of our provider market is being developed, which will identify sectors and gaps and will also be used to identify the extent and amount of support planning and brokerage services that will be required.

A slight increase in the outturn for NI130, (no. clients receiving self directed support), was seen at the end of October 2010; currently at 5.9% this equates to 402 clients and continues the steady increase seen over the last 18 months.

Nationally performance around NI130 remains patchy with many local authorities struggling to meet the 30% milestone target. In Herefordshire work to address the shortfall has included:

- Increasing the emphasis on offering personal budgets for new cases. This is expected to increase the number of personal budgets by around 25 per month; an increment of 150 by March 2011.
- The creation of a short-term central review team who will focus on existing case reviews for 3 months starting in January 2011. This is estimated will deliver additional 350-400 users with personal budgets by March 2011.

These two actions taken together, should by March 2011, increase the numbers of service users with personal budgets to approximately 950, increasing the NI130 outturn to around 14%.

It is important to note however that NI130 is a ratio of the number of eligible people directing their own care divided by the number of people that are assisted to live independently (NI136). This relationship can mean increasing the size of the denominator (NI136 - an LAA target); can mask progress in the roll out of personal budgets.

Maximising Independence

- 7 Outturns continue to exceed targets for NI136, (the number of people supported to live independently through social care). October's figure of 3792 demonstrates that we are performing both above target and better than our national comparator councils.
- 8 Performance has improved slightly for NI132 (timeliness of social care assessments), in line with the general trend over the last few months. Performance continues to stay around the 86% mark, below target but on a par nationally and a significant improvement on assessment rates from this time last year. The higher than average number of safeguarding referrals continues to impact on this figure and work to address this forms part of the improvement plan in response to the Care Quality Commission's inspection (Point 6).
- 9 At 90%, October has seen a slight percentage increase in outturn for NI133, (timeliness of social care packages following assessment), reflecting the introduction of improved panel process panel for allocating resources. Performance in comparison to this time last year is significantly better. Capacity issues due to the high number of safeguarding referrals continue to impact on this indicator.
- 10 At 22.8% performance remains good around NI135 (Carers receiving a needs assessment or review/advice) and still exceeds our LAA target. The appointment last year of a dedicated Carers Officer has ensured the profile of carers has increased and a new carers' leaflet has been distributed countywide. The increased uptake of direct payments by carers has impacted slightly on figures this quarter, due to the extra time required to prepare cases for the allocation panel. Long term sickness, has also meant a lower number of assessments carried out in one particular team.
- 11 Our figures for NI142 (number of vulnerable people supported to maintain independent living) are currently locally generated estimates, while we await confirmation of the official outturn from the Department of Local Government and Communities. Despite a slight dip in Quarter 1 (97.6% actual against 97.8% target), we are again ahead of target in Quarter 2 (98.2% against 97.8%).

Work continues on a business plan that will make recommendations on the supporting people programme and the supporting people commissioning plan is also being undertaken to guide future commissioning of supporting people services.

Safeguarding

- 12 The continued high profile of safeguarding through promotional work like the "Everybody's Business" campaign, (the impact of which was highlighted by the Care Quality Commission in their recent service inspection), has meant numbers of referrals have remained significant, raising capacity issues across teams.

451 referrals were received in the 3 months up to October this year, with 180 referrals received in October alone. The introduction of a new customer service officer in the safeguarding team from January 2011, to screen new referrals, should alleviate some of this pressure and further information for partners on agreed levels of need is being actioned as part of the improvement plan, currently being developed in response to the recent inspection.

Efficiency

- 13 September shows a significant improvement in performance for NI131 (delayed transfer of care, across the whole Health and Social Care system), and in particular for the numbers of acute patients whose transfer was delayed.

The reasons being reported for transfer delays often relate to issues across the health and social care system and therefore system wide solutions are required, many of which have been put in place, including:

- Daily monitoring of delays across providers
- Development of a system wide bed management process
- Review of assessment processes to avoid repetition of patient assessments.
- Review of panels that determine a person's eligibility for care and exploring the possibility of joint panels.

Financial Implications

- 15 An Adult Social Care Budget Recovery Plan is now in place with clear milestones for the coming year. Progress is being monitored through regular budget clinics and is reported on through the Milestones Dashboard.

Legal Implications

None

Consultees

Not applicable

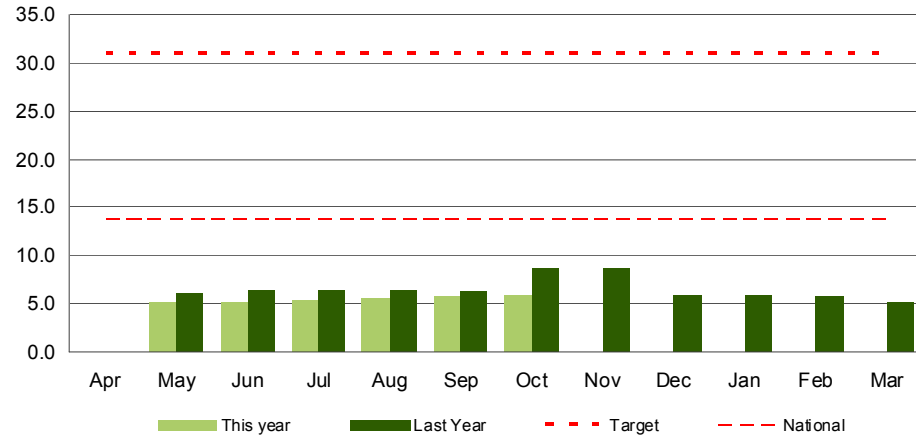
Appendices

- 16 Appendix 1: Progress against indicators
Appendix 2: Safeguarding referral data

Background Papers

- None identified

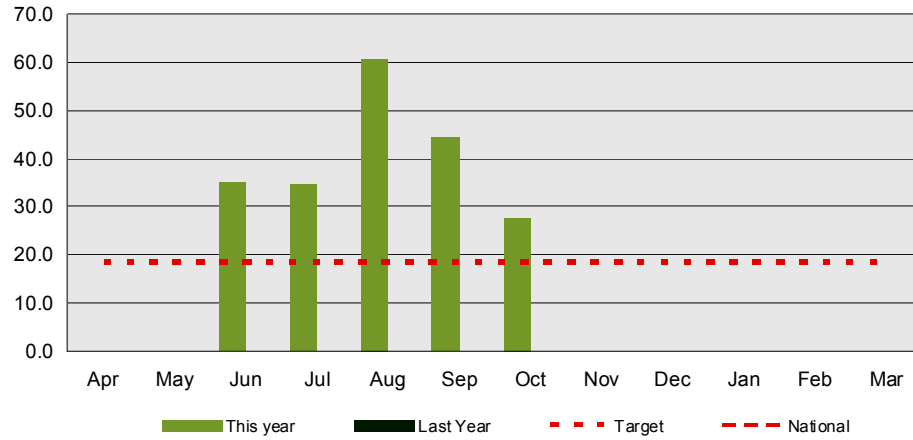
NI130 (VSC17) Social care clients receiving Self Directed Support (Direct payments and Individualised Budgets)



Definition:-
 Number of adults, older people and carers receiving self directed support in the year to 31st March as a percentage of clients receiving community based services and carer's specific services aged 18 or over.

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
This year		5.14	5.18	5.29	5.44	5.74	5.87					
Last Year		6.1	6.32	6.38	6.32	6.12	8.56	8.56	5.82	5.83	5.71	5.18
Target	31	31	31	31	31	31	31	31	31	31	31	31
National	13.8	13.8	13.8	13.8	13.8	13.8	13.8	13.8	13.8	13.8	13.8	13.8
Number of Clients		360	337	357	370	390	402					

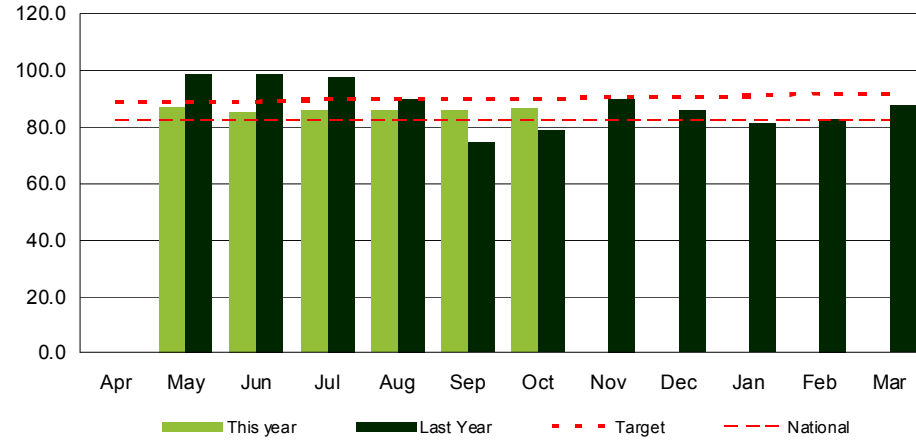
VSC10.1/ NI131 Rate of delayed transfers of care per 100,000 population (aged 18 and over)



Definition:-
 Acceptable waiting times for assessments: For new clients (aged 18+), the percentage from where the time from first contact to completion of assessment is less than or equal to four weeks

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
This year	n/a	n/a	34.95	34.62	60.71	44.26	27.84					
Last Year	n/a	n/a		n/a	n/a		n/a	n/a		n/a	n/a	
Target	18.6	18.6	18.6	18.6	18.6	18.6	18.6	18.6	18.6	18.6	18.6	18.6
National												
Number of Clients		2397	2674	2752	2857	2868	2905					

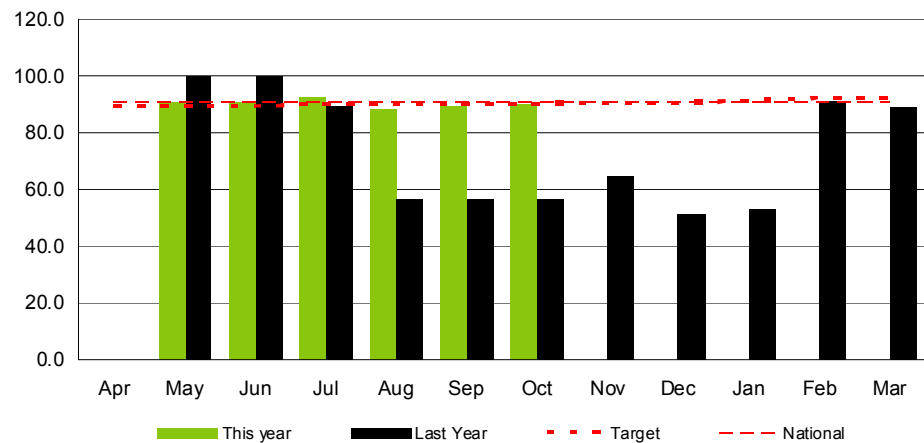
NI132 Timeliness of social care assessments (all adults)



Definition:-
 Acceptable waiting times for delivery of care packages following assessment: For new clients the percentage for whom the time from completion of assessment to provision of all services in the care package is less than or equal to 4 weeks.

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
This year		87.01	85.5	86	86	86	86.38					
Last Year		98.9	98.9	98	90	74.8	78.6	89.9	86	81.3	83	87.7
Target	89	89	89	90	90	90	90	90.5	90.5	91	92	92
National	82.8	82.8	82.8	82.8	82.8	82.8	82.8	82.8	82.8	82.8	82.8	82.8
Number of Clients		644	693	712	731	706	709					

NI133 Timeliness of social care packages following an assessment

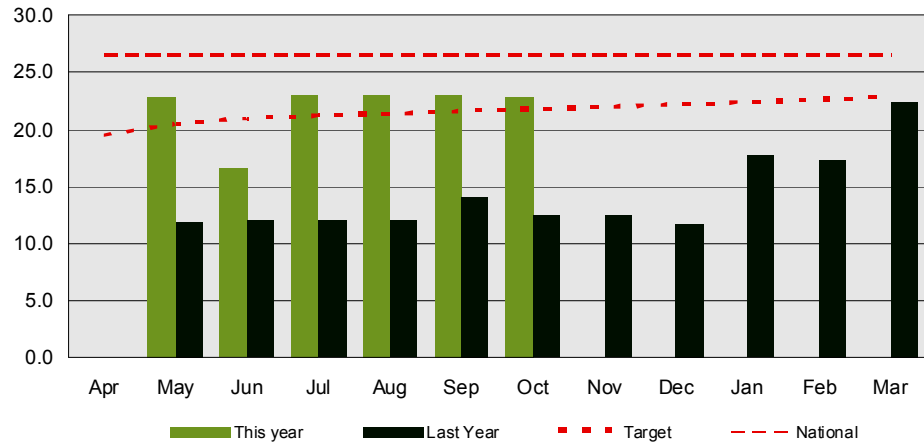


Definition:-

The number of carers whose needs were assessed or reviewed by the council in a year who received a specific carer's service, or advice and information in the same year as a percentage of people receiving a community based service in the year.

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
This year		90.3	90.4	92	88	89	90					
Last Year		100	100	89	56.1	56.11	56.11	64.4	51	53	91	88.7
Target	89	89	89	90	90	90	90	90.5	90.5	91	92	92
National	90.5	90.5	90.5	90.5	90.5	90.5	90.5	90.5	90.5	90.5	90.5	90.5
Number of Clients		360	337	357	370	390	402					

NI135 Carers receiving needs assessment or review and a specific carer's service, or advice and information



Definition:-
 This number of adults all ages per 100,000 population that are assisted directly through social services assessed/care planned, funded support to live independently, plus those supported through organisations that receive social services grant funded services supported to live independently through social services (all adults)

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
This year		22.8	16.5	23	23	23	22.8					
Last Year		11.9	12	12	12.1	14.1	12.5	12.5	11.8	17.8	17.3	22.43
Target	19.5	20.5	21	21.2	21.4	21.6	21.8	22	22.2	22.4	22.6	22.9
National	26.5	26.5	26.5	26.5	26.5	26.5	26.5	26.5	26.5	26.5	26.5	26.5
Number of Clients		4180	4213	4251	4251	4283	4276					

MEETING:	ADULT SOCIAL CARE AND STRATEGIC HOUSING SCRUTINY COMMITTEE
DATE:	13TH DECEMBER 2010
TITLE OF REPORT:	HOMES AND COMMUNITIES PERFORMANCE OUT- TURN TO SEPTEMBER 2010
PORTFOLIO AREA:	ADULT SOCIAL CARE, HEALTH AND WELLBEING

CLASSIFICATION: Open

Wards Affected

County-wide

Purpose

To provide an updated report on the progress towards the achievement of national performance indicator targets and other local performance indicators for Homes and Communities (formerly Strategic Housing Services) within the Sustainable Communities Directorate and to consider the subsequent plans to improve performance in 2010/11.

Recommendation(s)

THAT

- (a) **the report on Homes and Communities Services be noted;**
and;
- (b) **areas of concern continue to be monitored.**

Key Points Summary

- Measures are in place for 2010/11 to ensure that current performance is improved to ensure continuous improvement across the service.
- The target in respect of the number of affordable homes may be reduced as the current pipeline of schemes suggests the target is unlikely to be achieved.

Reasons for Recommendations

- To update Adult Social Care and Strategic Housing Scrutiny Committee Members on Homes and Communities performance
- To ensure Scrutiny Committee are kept apprised of the plans to improve performance within the service.

Introduction and Background

- 1 Homes and Communities performance is monitored against the National Indicators (NI) that were introduced from April 2008 and a number of former Best Value performance indicators retained as local indicators. Regular reports are sent to the Government of the West Midlands and the Department for Communities and Local Government.
- 2 This report covers the Performance Indicator Outturns as at 30th September 2010, against target figures for 2010/11, along with information about Direction of Travel and Status, which are defined as:
 - Direction of Travel – indicates whether the current position demonstrates improvement against the previous year’s out-turn
 - Status – indicates whether the current position demonstrates progress in line with the agreed target – G = Green (exceeded target by over 10%, B = Blue (on target), A = Amber (within 5% of the target) and R = Red (not on target)

Key Considerations

Homes and Communities (formerly Strategic Housing)

- 3 **NI 155** - The Housing Needs and Development Team continue to work in close partnership with key housing providers across the county and regular monitoring of the delivery plan over the 12 month period. Up to the end of the second quarter 66 affordable homes have been delivered which is below target. The situation continues to be closely monitored due to the current economic situation with Registered Social Landlords and Developers reluctant to commit to schemes and a lack of grant funding availability from the HCA resulting in some developments being delayed into future years. The target is currently being reconsidered as it is unlikely that the current target will be achieved
- 4 **NI 156** – There continues to be pressure on the Homelessness and Housing Advice services. The number of households in temporary accommodation reduced to 52 at the end of September 2010 and continues to remain below the target of 82 households in Temporary Accommodation. In recent weeks numbers have dropped below 55 which reflects well on efforts at preventing homelessness.
- 5 Improvement in this National Indicator has been achieved through the following activities:
 - Enabling direct access by other support agencies to temporary supported housing schemes reducing numbers requiring accommodation under the Housing Act 1996.
 - A more robust approach to casework and use of prevention tools such as the Prevention Fund and Rent Deposit Scheme.
- 6 **NI 187 (LAA)** The baseline was agreed in 2008/09 and the annual survey has been completed for 2009/10 following the reporting of West Midlands energy consultant, HESTIA. The team continue to work on a number of initiatives to ensure that the target for 2010/11 can be achieved.
- 7 **LPI 2 - Number of private sector vacant properties returned to occupation or demolished as a result of LA Actions.** The Housing Needs and Development Team have made good progress in bringing empty homes back into use with 54 homes delivered in the first six months of the year quarter against a target of 125, 12 of which had been empty for more than 6 months, data for this is currently delayed and is therefore rated as red.

- 8 **LPI 6 - No. of Households who considered themselves as Homeless, for whom casework resolved their situation (Homelessness Prevention)** The number of households assisted under the homelessness provisions of the 1996 Housing Act has increased and the proportion of cases per 1000 households continues to remain high with an outturn of 4.3 at the end of September 2010. This is due to the way the cases are allocated and the new approach that has been implemented within the team to meet the needs of vulnerable people. This target may be increased to ensure a fair measurement of the teams success.

Community Impact

- 9 Not Applicable

Financial Implications

- 10 None identified

Legal Implications

- 11 None identified

Risk Management

- 12 None identified

Consultees

- 13 None identified

Appendices

- 14 Appendix A.: Homes and Communities Key Performance Report

Background Papers

None identified

Strategic Housing Reference	Indicator Reference	Definition	Measured in	Hfds Out-turn 06/07	Hfds Out-turn 07/08	Hfds Out-turn 08/09	Hfds Outturn 09/10	End of Year Status 09/10	Target 10/11	End of Quarter 2 Outturn	End of Q2 Status	DoT
SHPI 01	NI 155	Number of affordable homes delivered (gross)	Number (Cumulative)		141	208	185	B	170	66	R	↓
SHPI 02	NI 156	Number of households living in temporary accommodation	Number (Snapshot)	135	133	98	79	B	82	52	G	↑
SHPI 03	NI 187	Tackling Fuel poverty -% of people receiving income based benefits living in homes with low energy efficiency rating	Percentage			SAP <35 = 28.91% SAP >65 = 20.98%	SAP <35 = 58 (14%) SAP >65 = 160 (40%)	G	SAP <35 = 27.41% SAP >65 = 28.91%	N/A	B	↑
	LPI 2	Number of private sector vacant properties returned to occupation or demolished as a result of LA Actions	Number (Cumulative)	52	115	153	177	G	125	54	R	↑
	LPI 6	No. of Households who considered themselves as Homeless, for whom casework resolved their situation	Number (per thousand households)	3.12	3.95	4.4	6.23	G	4	4.3	G	↑

MEETING:	ADULT SOCIAL CARE AND STRATEGIC HOUSING SCRUTINY COMMITTEE
DATE:	13 DECEMBER 2010
TITLE OF REPORT:	SCRUTINY GROUP REVIEW OF CARERS SERVICES ACTION PLAN UPDATE
REPORT BY:	DIRECTOR OF ADULT SOCIAL SERVICES

CLASSIFICATION: Open

Purpose

To provide a further update on the agreed action plan of the recommendations and executive action plan of the Scrutiny Committee Review of the support to Carers in Herefordshire.

Recommendation

THAT the Committee note the update and progress made on the action plan to deliver the Recommendations and Actions.

Key Points Summary

- This is a follow-up to the presentation made to Adult Social Care and Strategic Housing Scrutiny Committee on the 21st June 2010 of the Carers action plan and its progress against the recommendations as approved by Cabinet on 18 March 2010.

Alternative Options

- 1 None.

Reasons for Recommendations

- 2 The Action Plan demonstrated that actions are underway or have been completed. In light of the new Government policy on carers and their contribution towards the 'big society', Herefordshire Council Integrated Commissioning will be ensuring that the role of carers will form part of the vision for Health and Social Care services in 2011 as a priority area for continuous improvement. The views of carers and the role of organisations such as Herefordshire Carers Support will be paramount in ensuring that the right services are available to meet carers needs.

Introduction and Background

- 3 A Scrutiny Review Group presented their report on the review of Support for carers in Herefordshire to Scrutiny Committee on the 30 October 2009 which was approved and submitted to cabinet. Cabinet approved twenty out of twenty-one actions on the 18 March 2010. A progress report was presented to Scrutiny on the 21 June 2010 and this report is a further update eight months after the action plan was implemented.

Key Considerations

- 4 The new Adult Social Care white paper 'Capable Communities and Active Citizens' was published in November 2010. This places a greater emphasis on the roles of carers and suggests that carers should have more choice and control over the social care they receive. In addition, the Government has also published 'Recognised, valued and supported: Next steps for the Carers Strategy in November 2010. Both of these documents will have an impact on the agreed actions and further recommendations will be developed as a result in the forthcoming months.
- 5 The Comprehensive Spending Review announcement in October will result in the removal of the Carers Grant in 2011/12 that the Council had received, adding to the current financial pressures of the Council. The main impact will be allocating sufficient resource for the commissioned services that previously utilised the Carers Grant. Although the services are greatly valued, the resource allocation outcome is not possible to state at present until the Council receives further information on its settlement later in December and budget setting has been set.
- 6 Jana – can you add about the protocol here and the additional new activity that will take place.

Community Impact

- 7 Performance against this action plan will affect the provision for services for carers in Herefordshire.

Financial Implications

- 8 The commissioned services that are in receipt of the Carers Grant may be at risk due to the end of the funding stream and the financial pressures of the Council.

Legal Implications

- 9 Not applicable at this stage.

Risk Management

- 10 None identified.

Consultees

- 11 None

Appendices

- 12 Update on the action plan attached.

Background Papers

- Scrutiny Report of the support to carers in Herefordshire (October 2009)
- Cabinet Response to the Scrutiny Review of the Support to carers in Herefordshire and Executive Action Plan (March 2010)
- Progress Report on the Action Plan for the Scrutiny Review of the support to Carers in Herefordshire (June 2010).

Scrutiny Group Review of Carers Services Action Plan – Actions Leads

The Scrutiny Group Review of Carers Services Action Plan

	Owner	Describe Activity to complete Action	By When
<p>Action 1 Cabinet did not accept this Action</p>			Removed.
<p>Action 2 The Associate Director of Integrated Commissioning will present to Herefordshire Partnership's Health and Wellbeing Policy & Delivery Group a paper setting out areas of concern and options to protect services for carers.</p>	<p>Owner (Associate Director Integrated Commissioning) Mike Emery</p>	<p>Describe Activity to complete Action Completed 17th May 2010</p>	<p>By When Complete.</p>
<p>Action 3 In their 2010/11 business plan, Integrated Commissioning will set out the impacts of demographic changes on budgets and make proposals to ensure carers continue to receive appropriate support.</p>	<p>Owner Associate Director of Integrated Commissioning Mike Emery</p>	<p>Describe Activity to complete Action Representations were made to the Health and Wellbeing partnership to protect the funding that originated in the Carers specific grant and was subsumed in Area Based Grant to no avail. Budgets were cut by 6% Integrated Commissioning have written a business plan that is now being presented to Cabinet member and Leader Plans are now being reviewed in light of the changing national policy agenda, the pressures on public service budgets and the refreshed JSNA to ensure we continue to support Carers. For example, all ABG funding streams faced a reduction in funding, however the reduction in Carers grant was kept at the minimum 6 per cent (less than some areas who have been asked to make further savings subsequently). Additionally, the recent new 'Vision for Adult Social Care' paper published by the DoH needs to be considered in the development of future Commissioning plans and strategies. However Carers support is a priority within the Maximising Independence work stream and the Health and Social Care Commissioning Strategy and will continue to be so going forward into 2011/12.</p>	<p>By When Ongoing.</p>

<p>Action 4</p> <p>The Associate Director of Integrated Commissioning keeps under review the current contract with HCS, which is due to complete on 31 March 2011. In the process of recommissioning carers support for 2011/2 and thereafter, Integrated Commissioning will ensure that the agreed contract will sustain appropriate support for Carers.</p>	<p>Owner</p> <p>Head of Planning, Integrated Commissioning</p> <p>Leslie Libetta</p>	<p>Describe Activity to complete Action</p> <p>The Health and Wellbeing Partnership decision with regard to Area Based grant has cut the budget by 6% making this action very difficult to achieve.</p> <p>Please see comment above. Integrated Commissioning are looking at the impact of the Comprehensive Spending Review on grants such as the Carers Support grant and how we continue to commission this activity.</p>	<p>By When</p> <p>31st December 2010</p>
<p>Action 5</p> <p>Integrated Commissioning will ensure that Hereford Carers Support Workplan for 2010/11 will include actions and events specifically designed to increase the number of registered carers. (The number of carers registered is one of the performance indicators monitored through the contracts process).</p>	<p>Owner</p> <p>Integrated Commissioning Contracts Manager in conjunction with Director, HCS. Martin Smith/ Leslie Libetta</p>	<p>Describe Activity to complete Action</p> <p>HCS are proving quarterly newsletters which provide detail information for carers, such as benefits and carer events and forums. There are 12 meetings arranged for the period up to August and the twice-weekly Extend activity held at Canal Road</p> <p>In addition to the newsletter HCS held a meeting in November for all carers forums to discuss a merge and meet six times a year. Significant issues will be dealt with in separate meetings. Large carers event taking place on the 3rd December.</p>	<p>By When</p> <p>31 March 2011</p>

<p>Action 6</p> <p>The Associate Director of Integrated Commissioning has started the development of a Carers RAS, as the first step to offering personal budgets to Carers. Options will be shared with Carers by using forums, networks or other mechanisms established by Herefordshire Carers Support. Final proposals will go through full consultation with carers through the mechanisms described above.</p>	<p>Owner</p> <p>Planning Manager</p> <p>Leslie Libetta</p>	<p>Describe Activity to complete Action</p> <p>Putting People First (PPF) programme board has approved plans to make fast progress with this target. This will be overseen by the Maximising Independence workstream.</p> <p>Carers Resource Allocation System being developed currently by the PPF programme along with other RAS provision by September 2011.</p>	<p>By When</p> <p>30 September 2011</p>
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<p>Action 7 The Associate Director of Integrated Commissioning agreed in 2009 the designation of an Officer post to lead on carers issues and act as a repository of expertise on personal budgets for carers and their cared for.</p>	<p>Owner Service Manager, ASC Provider Denise Hawkins</p>	<p>Describe Activity to complete Action Completed February 2010</p>	<p>By When Completed</p>
<p>Action 8 The Associate Director of Integrated Commissioning will write to the Chief Executive of Hereford Hospitals Trust relaying the approved Recommendation and inviting the Trust to respond to the Recommendation.</p>	<p>Owner Associate Director, Integrated Commissioning Leslie Libetta</p>	<p>Describe Activity to complete Action This action has not been completed but shall be by the 31 December 2010 by the new interim DASS, Jana Burton.</p>	<p>By When 31 December 2010</p>
<p>Action 9 Herefordshire Delayed Discharge Agreement and Protocols sets out the coordination processes between hospital and social care staff, which ensures both patient and carer needs are properly assessed and planned for to achieve effective transition through and discharge from hospital. Integrated Commissioning will ensure with Provider Services that the Service Manager for the hospital social care team confirms that these existing processes are reviewed and are clear and being adhered to.</p>	<p>Owner Service Manager, ASC Provider Denise Hawkins</p>	<p>Describe Activity to complete Action Hospital discharge procedures are now being reviewed under the Unscheduled care workstream. Change Champions action plan now being taken forward and reporting back to the Unplanned care workstream.</p>	<p>By When Ongoing</p>
<p>Action 10 Integrated Commissioning will request that the Scrutiny Review Recommendation be presented to the LMC (through the Primary Care Steering Group - PCSG) for consideration. The LMC will be asked to comment on the feasibility of adding information on carers to patient's notes.</p>	<p>Owner Head of Planning Yvonne Clowsley/ Leslie Libetta</p>	<p>Describe Activity to complete Action This is in their agenda forward plan for consideration and action.</p>	<p>By When 31 March 2011</p>

<p>Action 11</p> <p>Integrated Commissioning will continue to ensure that breaks for young carers take the form of support, including transport services, to access clubs and other activities.</p> <p>Commissioners will continue to ensure through HCS that young carers are offered transport to allow them to have breaks at suitable venues around the County.</p>	<p>Owner</p> <p>Planning Manager Leslie Libetta</p>	<p>Describe Activity to complete Action</p> <p>Approximately 20% of the Area Based Grant has been allocated through budget or cash transfer to provide support for young carers and their families. HCS had 110 young carers register with them at the end on the last monitoring period (Mar 2010)</p> <p>Many clubs and activities are based in Hereford City, and transport costs from outlying town and rural areas are high. Herefordshire Carers Support arranges and pays for these transport costs. Transport is provided on a needs basis and this ensures that no young person is disadvantaged through lack access to a local club or activity, or because a disabled parent cannot drive.</p>	<p>By When</p> <p>31 March 2011</p>
<p>Action 12</p> <p>The Associate Director of Integrated Commissioning has ensured that current contracts that cover respite care breaks are designed to provide flexibility to meet individual need, through allowing the carer time away from their caring role in the home, or alternatively to take the cared-for out to activities to allow carers to have time for themselves. These contracts run until 31 March 2012. The respecification for future contracts will begin by September 2011.</p> <p>The introduction of Personal Budgets will provide the total flexibility that will allow the individual to tailor services that best meet their needs. Action 6 will also address this recommendation</p>	<p>Owner</p> <p>Head of Contracts Paul Ryan/ Martin Smith</p> <p>Planning Manager Leslie Libetta</p>	<p>Describe Activity to complete Action</p> <p>Completed for current short breaks contracts.</p> <p>Now being implemented under the Putting people First programme</p>	<p>By When</p> <p>Completed</p> <p>30 September 2011</p>

<p>Action 13</p> <p>Integrated Commissioning will work with the Childrens Trust to undertake a comprehensive review of Children with a Disabilities Services (incorporating PCT/LA services).</p> <p>The Director of Integrated Commissioning will ensure with Provider Services that children with disabilities have a named key worker.</p> <p>The Children's Nursing Team is currently rolling out the Common Assessment Framework (CAF), which requires a named key worker/lead professional to be identified for all children/families.</p>	<p>Owner</p> <p>Service Redesign Manager in conjunction with 'Be Healthy' Group (Chair) Jade Brooks</p> <p>Service Redesign Manager in conjunction with Acting Interim Childrens Directorate Manager Jade Brooks</p> <p>Service Redesign Manager in conjunction with Acting Interim Childrens Directorate Manager Jade Brooks</p>	<p>Describe Activity to complete Action</p> <p>This review has commenced, with stakeholder and field work planned for June and July. The final report will be issued in December followed by a period of consultation on the recommendations. This will affect commissioning of services for 2011.</p> <p>Measures to achieve a named worker are planned as part of the outputs from the Service review above.</p> <p>Completed. Childrens Nursing Team have received training and are now using the Common Assessment Framework (CAF), which will ensure children and their carers receive a holistic assessment and better services and support.</p>	<p>By When</p> <p>31 March 2011</p> <p>As above</p>
<p>Action 14</p> <p>The Associate Director, Integrated Commissioning will ensure with the Head of Provider Services that existing standard good practice is reconfirmed and understood throughout front line teams. This will include the provision of information and agreement and explanation of care plans with carers.</p> <p>Assessors will be reminded that when working with carers they will explore flexible means to meet carers' needs, which will be reflected in written care plans.</p>	<p>Owner</p> <p>Provider Services Managers (MH, OP, LD & PD)</p> <p>Sarah Bennion Sally Simmonds Lance Carver Denise Hawkins Anne Clarke</p>	<p>Describe Activity to complete Action</p> <p>A Carers Officer now works with Carers Assessors on a continuous basis, which is improving the quality of service provided. A focus on quality has been applied to the Framework information, and has directly contributed to the improvement in measure performance for the Carers performance indicator, which exceeded target for 2009-10.</p> <p>For carers of people with mental health problems each carer now has a care plan.</p>	<p>By When</p> <p>Complete</p>
<p>Action 15</p> <p>Integrated Commissioning will ensure that HCS will include in their work plans actions to continue production of the Carers newsletter, and further develop carers' forums and outreach sessions and events, to publicise services and support of HCS and other relevant services. Integrated Commissioning will monitor the number of registered carers which is an indicator of the public's knowledge of HCS and the services it offers.</p>	<p>Owner</p> <p>Planning Manager</p> <p>Leslie Libetta</p>	<p>Describe Activity to complete Action</p> <p>The number of carers has register increased from 1692 at 31 March 2009 to 2492 at the end March 2010.</p> <p>The target for the performance indicator that measures support for carers NI 135 for 2009-10 has been exceeded, with an outturn of 22.43% against a target of 20.4%, following significant improvement through the year. This has greater increased at end Oct 2010 to 22.8%.</p> <p>HCS produce the newsletter 'Keeping in Touch' quarterly with the next copy available Winter 2010.</p>	<p>By When</p> <p>Ongoing monitored by the Maximising Independence work stream</p>

<p>Action 16</p> <p>Integrated Commissioning will ensure that HCS will liaise with Info Shops to bring awareness of HSC and its role and provide awareness training and contact information for staff as well as HCS leaflets for the public.</p>	<p>Owner</p> <p>Planning Manager Leslie Libetta</p>	<p>Describe Activity to complete Action</p> <p>A complete round of awareness training was achieved by the end of 2009. All Info Shops now have a range of carer leaflets and contact information. Leaflets being reviews and re-printed.</p>	<p>By When</p> <p>Complete</p>
<p>Action 17</p> <p>Integrated Commissioning will work closely with HCS to ensure that it receives feedback from carers on the relevance and effectiveness of services provided and where changes are required builds actions into commissioning plans which will be presented to carers through HCS for comment. A measure of the effectiveness of these arrangements will be the production and agreed of a Carers commissioning Strategy by March 2011.</p> <p>On production of the Strategy, Commissioners will review the effectiveness of Carer involvement.</p>	<p>Owner</p> <p>Planning Manager Leslie Libetta</p>	<p>Describe Activity to complete Action</p> <p>Information and intelligence from HCS carer forums, support group meetings and the Carers Conference held in January 2010 has been received and in being collated as key data for the Commissioning Strategy. Over 100 Carers have been involved in the children with disabilities review. In light of the DoH national Carers Strategy 'Recognised, Valued and Supported' a plan has been developed outlining the steps required to complete a Carers Strategy. This Strategy forms part of the Maximising Independence workstream and resources are currently being considered to undertake this work.</p>	<p>By When</p> <p>Ongoing 30 January 2011</p>
<p>Action 18</p> <p>The Associate Director, Integrated Commissioning will ensure with the Head of Provider Services that social care staff are reminded of the need for clear and continuous communications with both carers and providers and this is understood and embedded in everyday practice.</p> <p>In the forthcoming revisions of the standard contract templates for provider contracts, Contracts Section will review all Quality standards including communication issues with service users and carers</p>	<p>Owner</p> <p>Service Manager, ASC Provider Services & Carers Officer Sarah Bennion Sally Simmonds Lance Carver Denise Hawkins Anne Clarke Contracts Manager Martin Smith</p>	<p>Describe Activity to complete Action</p> <p>Completed: This is part of the work undertaken by the Carers Officer with locality teams. Completed. There is now a standard Quality Schedule for all contracts, which requires systems for customer feedback and monitoring by the Contracts action.</p>	<p>By When</p> <p>Complete. Complete.</p>

Action 19	Owner	Describe Activity to complete Action	By When
<p>The Associate Director, Integrated Commissioning will ensure with the Head of Provider Services that existing practice emphasises a focus on the needs of the carer during assessment. The opportunity will be taken to re-emphasise this with staff involved in assessment (in tandem with action 18 above).</p> <p>Social Care providers will also investigate the extent of changes required to amend assessment paperwork and any requisite changes to Framework needed to support the move to renaming 'Carers Assessment' to 'Carers Needs Assessment'.</p>	<p>Service Manager, ASC Provider Services & Carers Officer Sarah Bennion Sally Simmonds Lance Carver Denise Hawkins Anne Clarke</p> <p>As Above</p>	<p>All locality social care teams have received briefing from Carers Officer about both the need to conduct and to accurately record joint assessments and inform of carers right to individual assessment of their own needs if desired.</p> <p>The Carers assessment workers make frequent team visits to emphasise to staff members the importance of carers assessments</p>	<p>Complete.</p> <p>Ongoing.</p>

Action 20	Owner	Describe Activity to complete Action	By When
<p>The Director of the Children's and Young People's Directorate will be requested to identify a senior named lead officer to take forward the issue of continuity of support for young carers. Once identified the senior named lead officer's details will be circulated to staff, relevant bodies and partner organisations</p>	<p>(Interim) Director of Children's Services Directorate</p> <p>David Sanders</p>	<p>The Assistant Director - Community Operations – Young Peoples Directorate is identifying the Lead & this will be circulated.</p> <p>Complete - Kathy O'Mahony, the Assistant Director - Community Operations in CYPD is the identified lead for young carers, and details have been circulated across the partnership through the Children's Trust.</p>	<p>Complete</p>
Action 21	Owner	Describe Activity to complete Action	By When
<p>The Head of Planning will ensure that as work is completed for the provision of Personal Budgets for Carers, providers will be informed of processes to support Budget holders and expectations of Carers in terms of provision of new and individually tailored services.</p>	<p>Planning Manager</p> <p>Leslie Libetta</p>	<p>This is being implemented by the Putting People First programme as part of a wider initiative for personal budget and process review. This links to Action 6.</p>	<p>30 September 2011</p>



MEETING:	ADULT SOCIAL CARE AND STRATEGIC HOUSING SCRUTINY COMMITTEE
DATE:	13TH DECEMBER 2010
TITLE OF REPORT:	WORK PROGRAMME
REPORT BY:	Democratic Services Officer

CLASSIFICATION: Open

Wards Affected

County-wide.

Purpose

To consider the Committee's work programme.

Recommendation

THAT subject to any comment or issues raised by the Committee the Committee work programme be approved and reported to the Overview and Scrutiny Committee.

Introduction and Background

1. The Overview and Scrutiny Committee is responsible for overseeing, co-ordinating and approving the work programme of the Committee, and is required to periodically review the scrutiny committees work programmes to ensure that overview and scrutiny is effective, that there is an efficient use of scrutiny resources and that potential duplication of effort by scrutiny members is minimised.
2. The work programme, set out at Appendix 1, may be modified by the Chairman following consultation with the Vice-Chairman and the Directors in response to changing circumstances.
3. Should any urgent, prominent or high profile issue arise, the Chairman may consider calling an additional meeting to consider that issue.
4. Should Members become aware of any issues they consider may be added to the scrutiny programme they should contact the Democratic Services Officer to log the issue so that it may be taken into consideration by the Chairman when planning future agendas or when revising the work programme.

Background Papers

- None identified.

**ADULT SOCIAL CARE AND STRATEGIC HOUSING SCRUTINY COMMITTEE
 WORK PROGRAMME 2010/11
 PRESENTED FOR CONSIDERATION ON 13 DECEMBER 2010**

24 January 2011	
Items	<ul style="list-style-type: none"> • Budget Monitoring • Performance Monitoring • Safeguarding Board, Adult Social Care – Improvement Programme • Quality Care Commission Annual Performance Assessment • Joint Scrutiny Review Of The Transition From Leaving Care To Adult Life
21 March 2011	
Items	<ul style="list-style-type: none"> • Budget Monitoring • Performance Monitoring • Action Plan Monitoring: Scrutiny Review of the Support to Carers in Herefordshire and the Scrutiny Review of Home Care Services.

Further additions to the work programme will be made as required

