

AGENDA

Overview and Scrutiny Committee

Date: **Monday 19 March 2012**

Time: **10.00 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 Overview and Scrutiny Committee

Membership

Chairman	Councillor A Seldon
Vice-Chairman	Councillor JW Millar
	Councillor AM Atkinson
	Councillor PL Bettington
	Councillor WLS Bowen
	Councillor MJK Cooper
	Councillor PGH Cutter
	Councillor EPJ Harvey
	Councillor MAF Hubbard
	Councillor RC Hunt
	Councillor TM James
	Councillor Brig P Jones CBE
	Councillor JLV Kenyon
	Councillor R Preece
	Councillor SJ Robertson
	Councillor P Rone
	Councillor PJ Watts

Statutory Co-optees

Mr P Burbidge - Roman Catholic Church
Miss E Lowenstein – Secondary School Parent Governor
Mr T Plumer – Primary School Parent Governor
Mr P Sell – Church of England

GUIDANCE ON DECLARING PERSONAL AND PREJUDICIAL INTERESTS AT MEETINGS

What is a personal interest?

You have a personal interest in a matter if that matter affects the well-being or financial position of you, your relatives or people with whom you have a close personal association more than it would affect the majority of other people in the ward(s) to which the matter relates.

A personal interest can affect you, your relatives or people with whom you have a close personal association positively or negatively. If you or they would stand to lose by the decision, you should also declare it.

You also have a personal interest in a matter if it relates to any interests, which you must register.

What do I need to do if I have a personal interest?

You must declare it when you get to the item on the agenda headed "Declarations of Interest" or as soon as it becomes apparent to you. You may still speak and vote unless it is a prejudicial interest.

If a matter affects a body to which you have been appointed by the authority, or a body exercising functions of a public nature, you only need declare the interest if you are going to speak on the matter.

What is a prejudicial interest?

You have a prejudicial interest in a matter if;

- a) a member of the public, who knows the relevant facts, would reasonably think your personal interest is so significant that it is likely to prejudice your judgment of the public interest; and
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- c) the interest does not fall within one of the exempt categories at paragraph 10(2)(c) of the Code of Conduct.

What do I need to do if I have a prejudicial interest?

If you have a prejudicial interest you must withdraw from the meeting. However, under paragraph 12(2) of the Code of Conduct, if members of the public are allowed to make representations, give evidence or answer questions about that matter, you may also make representations as if you were a member of the public. However, you must withdraw from the meeting once you have made your representations and before any debate starts.

AGENDA

		Pages
1.	<p>APOLOGIES FOR ABSENCE</p> <p>To receive apologies for absence.</p>	
2.	<p>NAMED SUBSTITUTES (IF ANY)</p> <p>To receive details of any Member nominated to attend the meeting in place of a Member of the Committee.</p>	
3.	<p>DECLARATIONS OF INTEREST</p> <p>To receive any declarations of interest by Members in respect of items on the Agenda.</p>	
4.	<p>MINUTES</p> <p>To approve and sign the Minutes of the meetings held on 17 February and 21 February.</p>	1 - 24
5.	<p>SUGGESTIONS FROM MEMBERS OF THE PUBLIC ON ISSUES FOR FUTURE SCRUTINY</p> <p>To consider suggestions from members of the public on issues the Committee could scrutinise in the future.</p> <p><i>(There will be no discussion of the issue at the time when the matter is raised. Consideration will be given to whether it should form part of the Committee's work programme when compared with other competing priorities.)</i></p>	
6.	<p>QUESTIONS FROM THE PUBLIC</p> <p>To note questions received from the public and the items to which they relate.</p> <p><i>(Questions are welcomed for consideration at a Scrutiny Committee meeting so long as the question 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).</i></p>	
7.	<p>TASK AND FINISH REVIEW - TOURIST AND TEMPORARY EVENT SIGNAGE REVIEW</p> <p>To consider the findings arising from the Task & Finish Group – 'Tourist and Temporary Event Signage Review' and to recommend the report to the Executive for consideration.</p>	25 - 72
8.	<p>HEREFORDSHIRE COMMUNITY SAFETY PARTNERSHIP</p> <p>To update the Committee on the current priorities and issues for the Herefordshire Community Safety Partnership (HCSP) formally known as Safer Herefordshire.</p>	73 - 104

9. TASK AND FINISH REVIEW - ADULT SAFEGUARDING	105 - 122
To consider the findings arising from the Task & Finish Group – Adult Safeguarding in Herefordshire, and to recommend the report to the Executive for consideration.	
10. TASK AND FINISH REVIEW - COUNCIL PROCUREMENT AND LOCAL EMPLOYMENT	123 - 146
To consider the findings arising from the Task & Finish Group – Council Procurement Policy And Local Business And Local Employment and whether to recommend the report to the Executive for consideration.	
11. TASK AND FINISH REVIEW - INCOME AND CHARGING	147 - 172
To consider the findings arising from the Task & Finish Group – Income and Charging and whether to recommend the report to the Executive for consideration.	
12. WORK PROGRAMME	173 - 192
To consider the Committee's work programme.	

PUBLIC INFORMATION

Public Involvement at Scrutiny Committee Meetings

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1. Identifying Areas for Scrutiny

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

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

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HEREFORDSHIRE COUNCIL

BROCKINGTON, 35 HAFOD ROAD, HEREFORD.

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HEREFORDSHIRE COUNCIL

MINUTES of the meeting of Overview and Scrutiny Committee held at The Council Chamber, Brockington, 35 Hafod Road, Hereford on Tuesday 21 February 2012 at 2.00 pm

Present: Councillor A Seldon (Chairman)
Councillor JW Millar (Vice Chairman)

Councillors: AM Atkinson, PL Bettington, EMK Chave, MJK Cooper, PGH Cutter, EPJ Harvey, RC Hunt, TM James, Brig P Jones CBE, JLV Kenyon, R Preece and PJ Watts

In attendance: Councillor RB Hamilton
Officers In attendance G Hughes, Director of Place and Communities; N Silver, Project Manager; S Coultas, Accountant; J Jones, Head of Governance & Deputy Monitoring Officer; P James, Democratic Services Officer.

1. APOLOGIES FOR ABSENCE

Apologies were received from Councillors: WLS Bowen; MAF Hubbard; P Rone; SJ Robertson and Mr P Sell.

2. NAMED SUBSTITUTES (IF ANY)

Councillor EMK Chave substituted for Councillor MAF Hubbard.

3. DECLARATIONS OF INTEREST

6. Management Options For Cultural Services.
Councillor AM Atkinson, Personal, As Council's representative on HALO.

6. Management Options For Cultural Services.
Councillor EMK Chave, Personal, As a member of the Arts Fund; Friends of Herefordshire Museum and Arts and Hereford Three Choirs Festival Committee..

6. Management Options For Cultural Services.
Councillor PJ Watts, Personal, As Council's representative on HALO.

6. Management Options For Cultural Services.
Councillor TM James, Personal, As a Regional Board Member of Arts Council England.

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

No suggestions were made.

5. QUESTIONS FROM THE PUBLIC

No questions were received.

6. MANAGEMENT OPTIONS FOR CULTURAL SERVICES

The Committee considered the management options for cultural services following a review of the service.

The Director of Place and Communities reported that on 15 December 2011 Cabinet had considered a report on options for the future management and delivery of a range of cultural services and Cabinet requested that the options be considered by this Committee. The services 'in scope' were largely non-statutory but were highly valued by the public and contributed to the health and economic wellbeing of the county. Many of the services had already been subject to budget reductions. He emphasised that the options sought to reduce management costs without reducing the level of delivery to the public.

The Financial Services representative provided a brief overview of the budget position for the services in scope and expanded upon appendix 2 to the Cabinet report.

Questioned on where budget reductions had been made the Committee were informed that these had been achieved through efficiency saving and unfilled staff posts across the services. Significant changes had been implemented to the Music Service which was now on track to achieve targeted budget reductions which would be shown in future reports.

The Chairman introduced Ms Jenny Peevers, Relationship Manager, Arts Council England. Ms Peevers gave an overview of the current climate and the outsourcing of services in relation to cultural services from the Arts Council England perspective. Herefordshire had a good reputation for partnership working and in securing funding streams. She reported that the Arts Council England were currently gathering evidence on how local authorities were strategically commissioning services. She considered it inappropriate to comment on Herefordshire's 'options' but cautioned against rushing into a new model until all the costs involved had been established and accurately analysed and prospective tenderers had been thoroughly researched.

The Chairman introduced Mr Stephen Brewster who provided a brief overview of cultural services from The Sports Partnership's point of view. He said that the number of sports related development programmes had been reduced due to national budget reductions and that Herefordshire was not unique in reviewing its management options. Surveys indicated that 49% of people in Herefordshire were not involved in sport or physical activity. However, the Active People Programme indicated that the County was better than many other areas in this respect. He highlighted some of the health and financial benefits to the County of keeping its citizens active. People were more likely to get involved if an attractive range of activities was provided in good facilities/resources.

The Committee noted that an increasing number of 'softer sports' e.g. tag rugby, were being offered to encourage people to re-engage in activities. It was also noted that while 49% were not involved in sport they may be physically active through their employment.

Councillor RJ Phillips, Cabinet Member – Enterprise & Culture, commented that many local authorities were in the same position of having to manage reduced budgets. He re-emphasised the Directors comment that this was not about reducing front line services but making savings through how the council manages the services and their management arrangements. This may involve doing things differently to improve access and budget options. He also acknowledged the important part the voluntary sector played in the provision of services.

The Project Director presented the agenda report and highlighted: the aims of the review; the individual services in the scope of the review, and the activity undertaken to date. In reviewing the services in scope a number of 'commonalities' by: process; core functions; specialism and association had been identified. An evaluation had been

undertaken of a number of potential 'delivery models' and these had been scored against outcomes important to the review. This had led to the three options as detailed in the report namely: Option One – Combined Services; Option Two – Customer Segmentation model; Option Three – Status quo with improvements. She also described the key advantages or disadvantages for each option. She highlighted that this was an inward facing review of management and therefore, while public comment had been invited, the main focus of consultation was with the people who would be most affected including, staff, unions and current providers.

It was confirmed that the 'services in scope' list contained all cultural services considered appropriate to be included in the review. The 'Positive Activities for Young People' service had been included but currently wasn't ready to go to market testing as they were conducting their own detailed consultation.

The Chairman reminded Members of the valuable contribution made by the voluntary sector to arts and sports in the county. In many instances they received no financial support via the Council and he suggested that no obstacles should be placed in their way arising from this review.

Debating the list of services in scope it was noted that some services may be more attractive to a prospective tenderer than others and care was needed in how they were packaged. The Cabinet Member acknowledged that some of the services were small and therefore a realistic view would be needed in how they were to be presented to ensure that they had a sustainable future. Responding to concerns about whether a service fitted a particular option e.g. the archives service, the Cabinet Member responded that depending on market interest a service could still be retained 'in-house'.

Questioned on the titles applied when scoring the delivery options, used in Appendix 1 to the Cabinet report, and the titles of the three resultant options the Committee noted that the early titles had not set out to prejudge the outcome of the scoring. Further questioned on the scoring method it was acknowledged that it had been rather 'linear' and had produced close outcomes which now needed to be tested against the financial model.

Responding to concerns about splitting the public facing delivery from the back office functions, particularly if outsourced, the Committee were informed that it was not an uncommon model but further testing of the model would be undertaken.

While debating the three options comments were made about: the ability for the voluntary sector to take up opportunities in niche markets; the opportunity to disaggregate services to the voluntary sector and the ability to deliver change. The Committee were informed that 'soft market testing' was underway to get an early indication of how the market might react to the possible tendering options. How the anticipated start-up costs were to be managed was also discussed.

Responding to concerns about possibly stifling the provision currently provided by independent service providers, the Cabinet Member responded that, as reported earlier, there was a real opportunity for local authorities to promote leisure and well-being to the public and this could be seen as a business opportunity by independent providers.

Questioned on the savings expected to be made (£150,000) the Committee noted that due to the continuing financial challenges to local authority services, particularly the non-statutory ones, services needed to find different ways of operating or potentially they could cease to be provided. The intention from the review was not to cut or give the services to the public sector but to keep delivering and add value through a different management structure.

The county had a significant pool of volunteers helping to provide various arts or leisure services and questioned whether ways had been considered to sustain or further engage them in the provision of these service e.g. a share scheme or time in trust. The Committee were informed that this had not been explored as part of the review process but does already operate to some degree through friends of libraries and significant voluntary time given to steward Courtyard events.

A Member suggested that greater efforts be made to explore whether a cultural centre could be established in the City centre, thereby bringing together many of the public facing services. The Cabinet Member responded that he was in favour of such a centre but the Council had limited resources and the timescales were such that unless major improvements were made to the Archives Service (before 2015) the county would lose its collection.

RESOLVED: that

- a) **the Director for Places and Communities be advised that based on the information currently available to it the Committee considers that Option 2 (Customer Segmentation) be the favoured option with an added proviso that as the evaluation process continues safeguards are put in place to protect the valuable contributions made by the voluntary and entrepreneurial sectors.**
- b) **The Chairman of the Committee be informed in writing of the decision by the Director for Places and Communities.**

The meeting ended at 4.03 pm

CHAIRMAN

MINUTES of the meeting of Overview and Scrutiny Committee held at The Council Chamber, Brockington, 35 Hafod Road, Hereford on Friday 17 February 2012 at 10.00 am

Present: Councillor A Seldon (Chairman)
Councillor JW Millar (Vice Chairman)

Councillors: AM Atkinson, PL Bettington, MJK Cooper, PGH Cutter, EPJ Harvey, RC Hunt, TM James, Brig P Jones CBE, JLV Kenyon, R Preece, SJ Robertson and P Rone

In attendance: Councillor PM Morgan, Cabinet Member (Health & Wellbeing)

Officers: C Chapman (Assistant Director Law, Governance & Resilience), Y Clowsley (Head of Programmes, Integrated Commissioning Directorate), JJones (Head of Governance) and DJ Penrose (Democratic Services)

62. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor PJ Watts.

63. NAMED SUBSTITUTES (IF ANY)

There were no named substitutes.

64. DECLARATIONS OF INTEREST

There were no declarations of interest.

65. MINUTES

The Minutes of the Meetings on the 16th and 18th January 2012 were approved.

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

There were no suggestions from the public.

67. QUESTIONS FROM THE PUBLIC

There were no questions from the public.

68. MENTAL HEALTH SERVICES FOR HEREFORDSHIRE - 2GETHER NHS TRUST (Pages 1 - 8)

The Committee received a presentation from the Shaun Clee, Chief Executive, 2gether NHS Trust, on the work of the Trust over the previous year. The presentation is appended to the Minutes at Appendix 1.

In his presentation, Mr Clee highlighted the following areas:

- That the number of agency staff being used was being reduced in order to improve the patient experience, as many often didn't know the staff who were looking after them.
- That the number of beds within the service had been reduced from 29 to 16, allowing for a greater focus on care within the community.
- That reductions had also been made in readmissions and waiting times.
- That added value had been provided through psychiatric liaison. For those over 65, a quarter of patients did not go home after admission to the acute hospital in an unplanned way. Of the 80% of those in this age range, 40% were suffering from undiagnosed dementia. A bid had been made to the NHS West Mercia PCT Cluster for acute and community liaison services in order to try and ensure that patients were not admitted in this manner
- That joint working between providers and commissioners within the Quality, Innovation, Productivity and Prevention (QIPP) Delivery Board was proving beneficial.
- That GP's were actively working with ²gether though the GP Parliament, and there was a willing process of engagement.
- That more patients were being seen faster than the number seen in the year to date in 2011.

In the ensuing conversation, the following points were raised:

- That there were signs and symptoms that GP's were aware of which would result in a referral of mental health patients though the Improving Access to Psychological Therapies (IAPT) care pathway. There were referrals to the County's mental health team from twenty four care clusters across twenty one spectrum mental health areas. It had been ensured that GP's were sighted on what the areas were, and all Practices had access to the Clinical Director. There were variations in rates of referral between practices, but it was not possible to quantify why this was as there was no electronic record system. The GP mental health leads were very proactive, and understood that such variations were important and should be considered by their colleagues.
- In reply to a question, Mr Clee said that the spend on Agency nursing staff had been reduced by approximately 5%. It was the intention that no agency nurses would be used at all, and staff would be taken from an in-house bank of nurses.
- In reply to a further question, he said that it was difficult to ensure that mental health patients received the optimal care in the Wye Valley Trust A&E Department, which was why a bid had been made to the PCT Cluster for acute and community liaison services to help provide additional resources.
- That there was a clear link between economic wellbeing and suicide rates, which had increased nationally as unemployment had risen. A 1% rise in unemployment figures could be matched by an increase of 7% in suicide rates. The suicide rate rise across Europe was closer to 25%. There was insufficient data to show a trend in Herefordshire as there had only been one suicide of a patient known to ²gether since ²gether had taken over the service in April 2011.
- That a patient journey through the admissions system would be presented to the next meeting attended by ²gether NHS Trust.

- Mr Clee replied to a further question by saying that the Out of County adult placement liaison was going well, and patients were being brought back into the County where appropriate. This was both helpful to the patients and provided a cost benefit to the County. Panels were in place to look at wrap around care issues for patients.
- In reply to a question, Mr Clee said that one of the weaknesses of the system was the lack of joined up thinking between the agencies working in the field. There was also a lack of supported housing in the County, and work was underway with the social housing providers to address the matter. The strength of the present system lay in monthly meetings with GP's to drive up awareness of the available care pathways.
- A Member suggested that, as part of the change management process when 2gether first took over, it would have been useful to have audited the number of people who had approached the service, but who had not returned for treatment. Mr Clee concurred, and said that the service had been managed as closely as possible, and that there had been no reduction in staff or beds and no diminution in service.
- In reply to a further question, Mr Clee said that there was a national requirement to see patients within 7 days of referral; this was also a contractual obligation placed on 2gether NHS Trust. The evidence base indicated that the first 48 hours were crucial, and whilst it would not be possible to reach that target, the emphasis had been to ensure patients were seen within 5 days. Since October, all patients had been seen within this timescale.
- That 2gether staff had links with Job Centre Plus, and all staff were trained to be mindful of the employment status of patients. As employers, 2gether NHS Trust employed people with mental health issues.

RESOLVED: That Cabinet be recommended that it should investigate how Herefordshire Council might undertake the process of becoming part of the Mindful Employer Initiative, and should prioritise the necessary resources to enable the process to take place, and inform the Committee of its decision.

69. THE MIDLANDS & EAST SPECIALISED COMMISSIONING GROUP (Pages 9 - 14)

The Committee received a presentation from Stephen Washbourne, Director of Operations, Midlands & East Specialised Commissioning Group (MESCG). The presentation is appended to the Minutes at Appendix 2.

During his presentation, Mr Washbourne highlighted the following areas:

- That specialised commissioning groups would be clustered along the same footprint as the Strategic Health Authorities (SHAs). This was part of the transition into a single nationwide function following the publication of the Shared Operating Model for PCTs.
- That specialised services, which were required for rare and complex cases that were high cost, needing specialist interventions with expensive equipment, would be provided in relatively few specialist centres to a population of more than one million people.

- That services would be commissioned by the NHS Commissioning Board (NHSCB) rather than individual Clinical Commissioning Groups. The budget and service portfolio for the Board would be determined nationally. One of the challenges going forward would be to mitigate risk to patients during the transition period.

In the ensuing discussion, the following points were made:

- In reply to a question, Mr Washbourne said that there was no question that Herefordshire would be marginalised within the new structure. Across the West Midlands area there was a budget of £925m, of which Herefordshire had an allocation of £24m. This should be seen in the context of the allocation for Birmingham, which was £90m. The Chair of NHS Herefordshire, the West Midlands NHS West Mercia PCT Cluster and the Midlands & East Specialised Commissioning Group (MESCG) was Joanna Newton. She was always looked to rural issues, and ensured that the populations under the aegis of the Midlands & East Specialised Commissioning Group were treated equitably.
- That one of the main challenges for the new structure was effective communications with elected Members. This had been an issue in the past, and was one of the roles of that would be taken on by the Health & Wellbeing Board.
- Mr Washbourne added that there was a need to ensure the correct access to cardiac, neurosurgery and dialysis, and how patients should be integrated back into the community from acute beds. There was often a focus by commissioners on commissioning numbers, rather than identifying outcomes. NHS Herefordshire was the body accountable for ensuring the delivery of the portfolio of services from the MESCG.
- The Vice Chairman pointed out that the Health and Social Care Bill was still under discussion in Parliament and that it would be appropriate to assume that the changes laid out would take place. It was imperative that the local PCT should still have a voice in the decision making process. It was important that at least 80% of available funds for commission should be provided to the Clinical Commissioning Group, whilst the rest could be handled by the MESCG. There was a quarterly meeting of Overview and Scrutiny Committee Chairmen within the area covered by the Group, and it was important that this should continue to take place. He added that it had been suggested to this committee that a review of Trauma Care should be undertaken in light of the introduction of the trauma care network in the West Midlands.
- In reply to a question as to where power and accountability lay within the new structure, the Cabinet Member (Health & Wellbeing) agreed that there were enormous changes afoot and a lack of clarity as to how this was being managed. It had been proposed that a seminar for Members should be organised to outline what the changes would entail and asked that Members provide her with specific areas of concern.
- A Member expressed concern that appropriate service delivery models for localities were being developed within the area of adult social care. It was not important to own the services, but it was important that users should not have to travel further in the future to access them. The Cabinet Member concurred, and said that where possible specialist outreach services would be provided in the County. It would be possible for people across Herefordshire to access services in a more coherent fashion with linked appointments to specialist clinics.

- The Cabinet Member added that the role of the Health & Wellbeing Board was to hold the system that comprised the PCT Cluster, Wye Valley NHS Trust and the GP Parliament to account. As with all other Health & Wellbeing Boards, the Board was still in the process of working out how this could be effectively done. She suggested that the work of the Board might be an area that Overview & Scrutiny could consider in 18 months' time.

RESOLVED:

That

- a) **the Committee expressed concern that there was a lack of clarity as to how specialised services would be delivered under the new centralised commissioning model.**
- b) **It be recommended that centralised specialised services should be organised within the Midlands & East Specialised Commissioning Group in a manner that did not disadvantage the residents of Herefordshire.**


The meeting ended at 12.50 pm

CHAIRMAN

Mental & Social Healthcare

2gether
.....in Herefordshire

Health Overview and Scrutiny Committee



2gether
Making life better

Foundation Trust For Herefordshire **NHS**

2gether
Making life better

Foundation Trust For Herefordshire **NHS**

PURPOSE:

- The focus today is to
- Remind colleagues of the scope of services contracted
- Remind the committee of the promises we made and the ways on which success would be measured
- Update colleagues on progress on delivering our promises to Herefordshire's community
- Receive feedback on the services we are providing and our approach to building and sustaining productive partnerships

Scope of Services

- **Adult Working Age Health and Social Care Services**
- **Older People's Health and Social Care Services**
- **Child & Adolescent Mental Health Services**
- **Adult Learning Disabilities Services (transfer 1/4/12)**
- **Substance Misuse Services**

**To Herefordshire GP registered population c170,000
NHS contract plus S75 with Herefordshire County
Council**

Emphasis



- To reduce the service's dependency on Acute Inpatient beds and provide care within or as close to a patient's home as possible
- To ensure services and practitioners operate within appropriate and safe practice
- To reposition existing services as much as possible to meet the increasing demands of an ageing population
- To engage, work with and support the whole system and our service users and their carers
- To maximise patient wellbeing and to maintain their support in their home community for as long as possible
- To facilitate prevention and Early Intervention to prevent carer or family breakdown



We planned an increase in:

- Access rates per 100,000
- % of individuals provided with appropriate alternative to admission via crisis and home treatment services
- Year on year patient satisfaction scores
- Service User and Carer, Staff and Whole Systems Partners satisfaction
- Compliance with CPA to 100%
- % of individuals discharged from inpatient care seen within 5 days face to face (not 7 days)

We also expected to make significant reductions in the following:

- % of unplanned readmissions within 28 days and 90 days
- Waiting time for routine provision
- Year on year sickness levels
- Length of stay for those requiring admission
- Reliance on agency leading to improved productivity and quality consistency
- Reduction in delayed transfers of care
- % of individuals in contact with services who spend time as an inpatient
- Year on year harm from serious untoward incidents
- Beds within the service
- Expenditure on anxiolytics within Primary Care
- GP appointments for individuals with mild to moderate symptoms of depression, anxiety and obsessive compulsive states

		Foundation Trust For Gloucestershire 	
<i>We said we would increase:</i>	<i>We have:</i>	RAG Rating	
% of individuals provided with appropriate alternative to admission via crisis and home treatment services	Increased by 22% the number of individuals treated at home from 189 to 231		
Year on year patient satisfaction scores	Quarter 4 survey taking place as part of CQUIN		
Service User and Carer, Staff and Whole Systems Partners satisfaction	Quarter 4 survey taking place as part of CQUIN		
Compliance with Care Programme Approach compliance to 100%	100%		

		Foundation Trust For Gloucestershire 	
<i>We also expect to see significant reductions in:</i>	<i>We have:</i>	RAG Rating	
% of unplanned readmissions within 28 days	Reduced number readmitted from 56 to 34 Significant change from Sept	Reduced by 18% from £53,701 to £44,213	
Waiting time for routine provision	Significant improvements across the board		
Year on year sickness levels	Up from 4% to 4.86% Changed calculation		
Length of stay for those requiring admission	See separate table		
Reliance on agency leading to improved productivity and quality consistency	To date we have used 2545 less hours of agency nursing time than last year		
Reduction in delayed transfers of care			
Expenditure on anxiolytics within Primary Care	<i>We have reduced by 18% from £53,701 to £44,213</i>		
Beds within the service	<i>Reduced adult beds from 29 to 18 and will achieve 16 by May 2012</i>		

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Making life better

Foundation Trust For Gloucestershire **NHS**

<i>We said we would reduce length of stay:</i>	We have:	RAG Rating
Mortimer	Down from 44 days to 28 38% reduction	
Jenny Lind	Down from 50 days to 49 days 2% reduction	
Cantilupe	Up from 62 days to 85 days an increase of 37%	
	Length of stay on Cantilupe is significantly impacted on by 2 delayed discharges	

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Foundation Trust For Herefordshire **NHS**

Progress after 10 months...

Staffing

- Management of change - ward and team managers appointed. Social Care Lead and Lead Nurse for Psychosis also appointed and in post.

Changes to Services

- Crisis Assessment & Home Treatment Team retrained
- CAMHS recruitment & Choice And Partnership Approach implementation
- Memorandum Of Understanding signed with Wye Valley Trust
- Forensic integrated with AOT

Progress cont.

- **Environment**
- Work schedule to ensure Cantilupe Ward single gender compliance completed
- Investment on Oak House to address high risk environmental issues - Direction of travel agreed with commissioners.
- integration of DASH and CAS into one Substance Misuse service.
- **Governance**
- Case note mapping and tracking
- Care Programme Approach audits to assure compliance
- Memory Service accreditation
- Integrated Mental Health Act Administration, Complaints and serious incident processes
- Policy Harmonisation has been completed
- **Transfer of Estate**
- Dialogue ongoing to establish framework necessary to achieve this successfully

Added Value

- Psychiatric Liaison
- Psychiatric Intensive Care Unit placements enacted
- Access to Learning Disability Inpatients enabled
- Access to Substance Misuse Inpatients enabled
- Quality Innovation Productivity and Prevention (QIPP) joint working with Commissioners and partner providers
- GP Parliament
- Implementing the Fair Horizons model of care in years 2 and 3
- Implementation of Electronic Records on track

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Foundation Trust
For Herefordshire **NHS**

Primary Care Mental Health Service

- A new service
- To enable primary care to manage stable service users
- Will provide priority re-entry for Service Users to secondary care
- Brief intervention and assessment
- Work closely with Increasing Access Psychological Therapies
- Primarily mild to moderate needs

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Making life better

Foundation Trust
For Herefordshire **NHS**

And Finally

- Number of people receiving Early Intervention Services up by 15% from 66 to 76
- Number of people receiving Assertive Outreach Treatment up by 7% from 68 to 73
- Waiting list for CAMHS down from 58 to 14 whilst YTD seen 526 compared to 512 full year last year. However 100% seen within 18 weeks compared to 52% in 2010/11
- Number of individuals with a review within 12 months up from 75% to 96%


Midlands and East
Specialised Commissioning Group

Commissioning Specialised Services

Stephen Washbourne
Director of Operations
Midlands & East Specialised Commissioning
Group
(West Midlands office)

**Equity &
Excellence**


Midlands and East
Specialised Commissioning Group

Midlands & East Specialised Commissioning Group

One of the first visible changes during the transition is the clustering of specialised commissioning groups along the same footprint as SHAs. This is part of the transition into a single nationwide function following the publication of the Shared Operating Model for PCTs (July 11)

There are now four specialised commissioning groups: North, South, Midlands and East, and London.

Midlands and East Specialised Commissioning Group is formed of East Midlands SCG, East of England SCG and West Midlands SCG.

**Equity &
Excellence**

What are specialised services?

- Specialised Services are typically provided in relatively few specialist centres to a population of more than one million people
- These services are mainly planned for and commissioned across more than one primary care trust's population
- Challenges include: training of specialist staff; supporting research; making best use of staff expertise and high tech equipment

**Equity &
Excellence**

What are specialised services? (continued)

Regionally commissioned services can be broadly grouped into two categories:

Relatively rare / complex - services such as paediatric intensive care, burn care, cleft lip and palate and genetics.

Pathway/ long term conditions - services such as cardiac, mental health, neurosciences, HIV/AIDs and kidney care. The majority of funding and activity in specialised commissioning is in this group of services. These offer the greatest opportunity for CCG influence and involvement.

The Specialised Services National Definition Set can be found at:
www.specialisedservices.nhs.uk/info/specialised-services-national-definitions

**Equity &
Excellence**

Health & Social Care Bill 2011

The 2011 Health & Social Care Bill will have a significant impact on the way specialised services are commissioned.

Specialised Services are to be a core responsibility of the NHS Commissioning Board (NHSCB) based on four key principles:

- 1 Rarity
- 2 Complexity
- 3 Scarce expertise
- 4 Financial risk

The Bill sets out plans to transfer specialised commissioning to the NHSCB once it is established, into a nationwide function.

**Equity &
Excellence**

Changes to Specialised Commissioning

- Specialised services to be commissioned by NHS Commissioning Board (NHSCB) rather than Clinical Commissioning Groups.
- Service portfolio and budget for NHSCB to be determined (using national definition set).
- Budget for specialised commissioning to be retained by NHSCB.
- Greater focus on consistency – single national policies, standards, contracts and QIPP – move towards convergence - mainstreaming patient engagement
- Concern regarding impact of separate commissioning arrangements on provision of integrated care across patient pathways.

**Equity &
Excellence**

Transition to new arrangements

- National Commissioning Development Transition Team – led by Dame Barbara Hakin – to ensure smooth transition
- National 'Direct Commissioning' work stream overseeing transition of specialised services into NHSCB
- In July 2011, Shared Operating Model for PCTs published - 10 SCGs to be clustered alongside new 4 SHA Clusters
 - North, Midlands & East, South of England and London
- Ultimately, 1 national specialised commissioning function under NHSCB

**Equity &
Excellence**

Specialised Commissioning Transition

- 10 SCGs and the NSCT moving towards single national function
- National work streams established to oversee process of convergence, including patient and public engagement, quality and outcomes, and projects looking at Commissioning Integrated Care and the role of networks and Clinical Senates
- By April 2012, all SCGs to commission a common set of services to include neurosciences, burns, cystic fibrosis, *mental health, renal transplantation and dialysis*

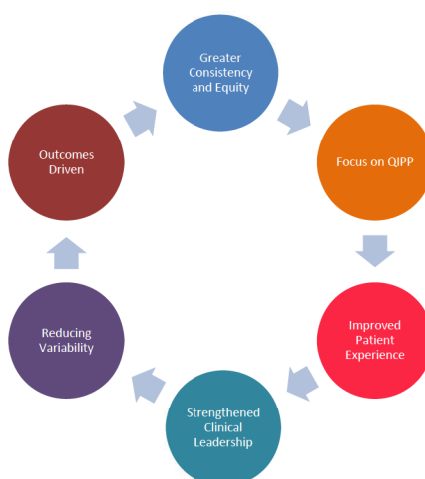
**Equity &
Excellence**

Challenges

- Consistency
- Nationally planned, locally responsive
- Communication
- Effective engagement
- Best use of the new system
- Seamless engagement across a whole care pathway

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Excellence**

Opportunities for Commissioning



**Equity &
Excellence**

MEETING:	OVERVIEW & SCRUTINY COMMITTEE
DATE:	19 MARCH 2012
TITLE OF REPORT:	TASK & FINISH GROUP REPORT – TOURIST AND TEMPORARY EVENT SIGNAGE REVIEW
REPORT BY:	Task & Finish Review Group

CLASSIFICATION: Open

Wards Affected

County-wide

Purpose

To consider the findings arising from the Task & Finish Group – ‘Tourist and Temporary Event Signage Review’ and to recommend the report to the Executive for consideration.

Recommendation(s)

THAT:

- (a) **the Committee considers the report of the Task & Finish Group – Tourist and Temporary Event Signage Review, in particular its recommendations, and determines whether it wishes to agree the findings for submission to the Executive;**
- (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 has approved its response;**

Key Points Summary

- A scrutiny Task & Finish Review has been undertaken into the Council’s Tourist and Temporary Event Signage Policy.
- The findings and recommendations of the Review Group are contained in the attached report. The principal recommendation is that the Herefordshire Tourism Signing Policy did need to be reviewed and that the Council’s guidance documents relating to signage issued by either planning or highways should be reconciled with current regulations.

Alternative Options

- 1 The Committee can agree, not agree or can vary the recommendations. If the Committee agree with the findings and recommendations from the review, the attached report will be submitted to the Executive for consideration. It will be for the Executive to decide whether some, all or none of the recommendations are approved.

Reasons for Recommendations

- 2 This Committee commissioned a Task & Finish Group to look at Tourist and Temporary Event Signage. The Task & Finish Group has completed its task and its report is required to be submitted to this committee for approval. The recommendations also set out how the report should be progressed in accordance with the Council's Constitution, if approved by the Committee.

Introduction and Background

- 3 The Overview & Scrutiny Committee commissioned a Task & Finish Group to undertake a review into Tourist and Temporary Event Signage in the County. The Review has been undertaken and the resultant findings and recommendations are to be reported back to Committee for its consideration prior to being referred to the Council's Executive for consideration and approval.
- 4 Tourist signing is the white on brown signs that are placed along highways to provide directional information to vehicle drivers in order to guide them safely to their destination. They are not intended to be a form of advertising. Nationally, tourism signing falls under circular roads 93/04 "Traffic signs for tourist attractions and facilities in England" and the type of signs that can be used is defined by the Traffic Sign Regulations and general Directions 2002 issued by the Department of Transport. Within these parameters, Herefordshire Council has its own Tourism Signing Policy which was last reviewed in February 2003. At its meeting on 27 July 2011 Overview & Scrutiny Committee decided it was timely to commission a review of the policy and any associated issues.

Key Considerations

- 5 Tourism to the County contributes to a thriving economy and the creation of a resilient Herefordshire. The Tourist Signing Policy and associated guidance should provide clarity on the use of tourist and temporary event signage, thereby encouraging tourists to visit attractions and for local temporary events to be supported utilising appropriate highway routes.
- 6 The Task & Finish Group considered the range of information put before it and its principal findings were that the Herefordshire Tourism Signing Policy did need to be reviewed and that a review of all signage across the authority should be carried out and all guidance documents relating to signage issued by either the planning or highways authority should be reconciled with current regulations. The Review Group also make a number of recommendations in relation to: the removal of the different rules between signs for commercial and non-commercial events; the greater use of symbol rather than word signs; the removal of redundant signs; the costs for signs, and reducing the volume of sign clutter.
- 7 The Task & Finish Group are of the opinion that as the local policy and guidance will need to be revised to reflect recently issued government guidance it is an opportune time to implement the findings of the Review Group.

Community Impact

- 8 The findings and recommendations from the review are in accordance with the Herefordshire Community Strategy in that it: seeks to increase visitor spend in the County, preserve and enhance the environment and protect people's health and wellbeing.

Equality and Human Rights

- 9 In essence the report recommends that the policy be reviewed. If the Committee agree with the findings of the Group the report will need to be considered by the Executive and, depending on their decision, any resultant revised policy and guidance will need to be assessed against the Equality Analysis and be reported to Cabinet.

Financial Implications

- 10 The Tourist Signing Policy and guidance documents will need to be reviewed following new government guidance and therefore the cost of implementing any of the recommendations from this Task & Finish review can be incorporated into that work. The cost of undertaking this work will have to be met from within existing resources. The Review Group recommend (see Recommendation 5) that a review should be carried out to ensure reasonable costs are met to ensure that cost recovery happens.

Legal Implications

11. The Council is required to take into account the changes to recent government guidance to which the review report refers. If the Committee and the Executive agree with the findings of the Group, legal input will be given to the resultant revised policy and guidance.

Risk Management

12. There is reputational risk if the Council does not operate a sound policy. The recommendations in the Review report should help mitigate this risk. The potential risk has been highlighted to the relevant department to assess whether the risk warrants inclusion in the risk register.

Consultees

- 13 As part of the Review interviews were held with Sir Ben Gill, Chair, Visit Herefordshire and Mr B Widdowson, representing the Council for the Protection of Rural England. Mr M Tansley (Team Leader Enforcement) and Mr C Hall (Head of Highways and Community Services) were also consulted.

Appendices

- 14 Task & Finish Review Group Report – Tourist and Temporary Event Signage Review (Appendix 1).

Background Papers

Department for Transport/Highways Agency Policy Guidance - Policy Guidance; TA93/04 Traffic Signs To Tourist Attractions and Facilities in England – Introduction; TA94/04 Traffic Signs To Tourist Attractions and Facilities in England – Guidance Local Roads; TD52/04 Traffic Signs To Tourist Attractions and Facilities in England – Guidance Trunk Roads.

Herefordshire Council /Amey - Herefordshire Council Policy – 2003; Herefordshire Council Cabinet Member Report 20/2/2003; Tourist Signing Leaflet – 2011; Tourist Signing Application Form – 2011; Form RE2 signing agreement; Policy Delivery; Cost comparisons (with other authorities)

Traffic Signs Regulations and General Directions 2002 - Extract approved Tourist Symbols; Extract tourist signing examples.

Policies from other Authorities obtained from the websites - Cheshire East policy; Cornwall policy; Devon leaflet and application form; Lancashire policy; Somerset policy; Staffordshire policy; Stoke on Trent policy; Shropshire policy and application form; Worcestershire policy.

'Outdoor advertisements and signs: a guide for advertisers' produced by the Communities and Local Government. (Available via the web)

'Traffic Signs Policy Paper' (Oct 2011) produced by the DfT. (Available via the web)

'Government Tourism Policy' (March 2011) produced by Department of culture, media and sport. (Available via the web).

Task & Finish Group Report

Tourist and Temporary Event Signage Review

**For consideration by the Overview &
Scrutiny Committee – March 2012**



Task and Finish Review

Tourist and Temporary Event Signage Review

Background

1. On 27th July 2011 the Overview and Scrutiny Committee commissioned a Task and Finish Group to undertake a review of Tourist signing (Brown Signs) and agreed a scoping statement for that review. At the first meeting of the group it was considered that temporary event signage had a close bearing on the subject and therefore in accordance with the Council's Constitution the Chairman of the Overview and Scrutiny committee agreed that the scope should be extended to include temporary event signage. Therefore the agreed terms of reference of the task and finish group were:
 - To review Tourist Signing policy
 - To review Tourist Signing Delivery
 - To review the guidance provided on temporary event signage
 - To review the temporary event signage delivery
2. The full Scoping Statement for the review is set out in appendix 1
3. The task and finish group was made up of Councillors R Preece (Chair); WLS Bowen; ACR Chappell; EMK Chave and PGH Cutter. Officers supporting the review Group were: R Hemblade (Parks, Countryside and Leisure Development Manager) as the Lead Officer, A Lee-Jones (Lead Engineer (Traffic)| Local Government – Amey), PR James (Democratic Services Officer).
4. Between July and November 2011 the group carried out research and convened meetings, interviews and a site visit to gather as much background information and seek as many views as was required to make recommendations. For information on the interviews and the background information pack see appendix 2.

Overview

Tourist Signing

5. Tourist signing is the white on brown signs that are placed along highways to provide directional information to vehicle drivers in order to guide them safely to their destination. They are not intended to be a form of advertising. Nationally, tourism signing falls under circular roads 93/04 "Traffic signs for tourist attractions and facilities in England" and the type of signs that can be used is defined by the Traffic Sign Regulations and general directions 2002 as issued by the Department of Transport. Within these boundaries, Herefordshire Council has its own Tourism Signing Policy (appendix 3) which was last reviewed in February 2003. Amey Herefordshire deliver the policy for Herefordshire Council as part of the Strategic Partnership to deliver the highway services.

Temporary event signage

6. Temporary event signage covers both advertising and directional signs within a highway boundary. This signage falls under two different areas of legislation, planning and highways. Herefordshire Council produced guidance notes in 2009 entitled 'Signs placed within the highway boundary in Herefordshire' (appendix 4) to advise those involved in running an event as to what can and cannot be placed in the highways and for how long. Advertising signs of a more permanent nature are covered under planning regulations and are not part of this review.
7. Both tourist signs and temporary event signs affect the local economy and can have a major impact on how successful a businesses or event is. However signs also have an impact on highway safety and environmental clutter. Therefore the key elements are to ensure an appropriate balance is made between keeping the highway network safe and managing traffic, supporting the economy and to avoid damaging the environment. The key questions that have been addressed by the task and finish group are therefore:
 - Is Herefordshire Council's approach affecting business?
 - Have we got the balance right between business support, clutter and road safety?
 - Is there a potential source of revenue?
 - How do we compare with other authorities?
 - What will the impact of any variation in the current approach be on the environment?
8. This report addresses these 5 key question and sets out a number of recommendations

Is Herefordshire Council's approach affecting business?

Tourism Signage

9. Within legislation, local authorities are left to set the criteria which are most relevant to their area. Criteria are the standards or requirements a local authority requires the attraction or facility manager to meet in order that they be considered eligible for a brown sign. Depending on the destination this includes such matters as: quality standards, number of camping pitches available, hygiene and disabled provision. The research highlighted a number of areas where the quality standard requirements were out of date and not fit for purpose. The interview with Visit Herefordshire also highlighted the fact the quality standards were based on nationally set ones e.g. AA or RAC ratings, rather than any local ones which a number of local authorities are starting to develop. The research also identified a number of areas that were considered as too onerous and not reflective of local businesses. The interview with the Council for the Protection of Rural England (CPRE)

emphasised the fact that used sensitively, more use could be made of brown signs to spread the impact of excessive tourism from honey pot areas and to ensure the wider county benefits from tourism income.

10. The Group have been made aware that the government has recently issued two documents namely: Signing the Way – Traffic Signs Policy Paper and the ‘Government Tourism Policy’ both of which will provide guidance on any revised local policy.

Recommendation 1

- a) That the Herefordshire Tourist Signing Policy be reviewed;**
- b) That all criteria requirements are reviewed with the emphasis on encouraging more businesses to apply for brown signs and in particular :**
 - I. The requirements for a national quality scheme are reviewed and, where appropriate, a local quality assurance scheme is used instead of a national quality scheme or as an alternative.**
 - II. All quality assurance schemes should be relevant and valid**
 - III. The criteria around the “i” Tourist Information Centre is revised.**

Temporary event signage

11. The catch 22 situation for the local highway authority is that they can only formally authorise signs within the highway boundary if they meet national signing requirements. In reality the cost of doing this would be prohibitive for most events which are generally run on a very limited budget. Any signs that are not authorised by Herefordshire Council are, in the eyes of the Highways Act 1980, obstructions. As such the reality of the guidance produced provides advice to those who are running events about which signage Herefordshire Council will tolerate and not take enforcement action against. It is seen as a common sense approach to what should be a temporary occurrence.
12. The current guidance issued by Herefordshire Council (appendix 4) makes clear distinctions between commercial and non commercial events. For example organisers of a non commercial event who wish to put up temporary signage **advertising** the event can, with certain provisos, do so up to 21 days in advance of the event. The organisers of a commercial event on the other hand may only install **directional** signage up to 72 hours before the event, they cannot put in place temporary advertising signage at all unless it is properly authorised.

13. The reality is most non-commercial events (village fetes etc) have a commercial element to them and many commercial events include not for profit organisations amongst the stall holders. As such it can be unclear as to what is a commercial and non-commercial advert. The group therefore concluded that there are some clear discrepancies within the guidance.
14. The Group are aware that temporary event signage is a contentious issue and therefore any revised guidance must be made as clear as possible – possibly with the inclusion of pictures giving examples of the type of signs being referred to.

Recommendation 2

The current Guidance note entitled Guidance Note: Signs placed within the highway boundary in Herefordshire should be reviewed and in particular the following points should be addressed:-

- a) **The different rules for commercial and non-commercial events should be removed**
- b) **Directional signage should be allowed early than 72 hours in advance**
- c) **The rapid removal of signs by the event organiser after an event should be rigorously enforced.**

Have we got the balance right between business support, clutter and road safety?

15. Road safety and business support is dealt with above and within national guidelines. In regards to clutter, both tourism and temporary event signage need to be considered in the context of the wider signing policy which is beyond the scope of this review. However a few simple changes to the current Tourist Signing Policy can help reduce sign clutter. One of the main problems is caused by new businesses opening up and new brown signs being added to existing signage as shown in appendix 5a. The alternative is to make greater usage of symbols and signs which show multiple symbols, see appendix 5b. It is acknowledged that the cost of these signs could be excessively expensive for some businesses particularly when they are trying to become established. One of the solutions therefore is for a number of local attractions, along with the parish council to share the costs. Along with this, the prompt removal of redundant signs will also reduce clutter.

Recommendation 3

Wherever possible, usage should be made of symbols rather than words and local communities should be encouraged to make more use of multiple symbol signage.

Recommendation 4

Redundant signs should be removed as soon as possible after the highway authority have been made aware of the fact that they are no longer required.

Is there a potential source of revenue?

16. Herefordshire Council Tourism Signage Policy sets out an itemised set of charges for initial application and costs of supply and installing brown signs. These costs are regularly reviewed to ensure they cover the actual costs incurred by Herefordshire Council in administering this area of responsibility. The group considered the option of whether there is an opportunity to derive additional revenue over and above meeting reasonable costs but believe that this would be contra to the Council's wish to encourage tourist attraction and facilities and obligation to undertake proper traffic management.

Recommendation 5

A review should be carried out to ensure reasonable costs are met but that the Herefordshire Council should not seek to make a profit on the administration of tourism signing responsibilities.

How do we compare with other authorities?

17. Officers supporting the group carried out a desk top benchmarking exercise to compare neighbouring authorities who could be considered the main tourist competitors. The exercise concentrated on the criteria requirements as this was felt to be the most influencing factor on a tourism business and also the area the council has most control over. Appendix 6 sets out the results of the main areas of comparison. The view was that all Local Authorities are governed by the same rules and regulations set by the Highways Agency but that generally Herefordshire Council policies compare quite favourably with other authorities.

What will the impact of any variation in the current approach be on the environment?

18. As set out above, the main environmental impact of signage is clutter. In order to have any significant impact on Signage Clutter a wider review of general highway signage should be carried out.

Recommendation 6

That a wider review of all highway signage and delivery is carried out with a priority being to reduce sign clutter wherever possible.

Other matters

19. The review also brought up a discrepancy between Highways related signage guidance produced by the Highways team and planning regulation. The discrepancy relates to temporary event signage and has the potential to cause confusion at best and the council acting ultra-vires at worst.

Recommendation 7

A review of all signage across the authority is carried out and all guidance documents relating to signage issued by either the planning or highway authority are reconciled with current regulations

20. The Localism Act came into being in November 2011 and the wider implications from the Act for communities are still to be assessed within the Council. However, the Group suggest that any revised Tourist Signing Policy should highlight the importance of having local community support for any application for new or revised signage. The same goes for those organisations arranging events for which temporary signage is needed.

Recommendation 8

In revising both the 'Herefordshire Tourist Signing Policy' (at Recommendation 1) and the guidance note: Signs placed within the highway boundary in Hereford, (at Recommendation 2) the Executive consider the role that Town & Parish Councils could play in the future in respect of these areas, in line with the localism agenda.

Acknowledgement

21. The Review Group would like to thank Sir Ben Gill; Mr B Widdowson and the officers for their part in the review.

Task & Finish Review Group
February 2012

TITLE OF REVIEW:	Tourist Signs (Brown signs) and Temporary event signage
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SCOPING

Reason for Enquiry

General queries around the current tourist and temporary event signing policy compared to other local authorities and the impact on tourism businesses. Tourism generates £416 million to the local economy and supports 8,500 jobs.

Links to the Community Strategy

The review contributes to the following objectives contained in the Herefordshire Community Strategy, including the Council's Corporate Plan and other key plans or strategies:

The review contributes to the themes of: creating a thriving economy and creating a resilient Herefordshire; the target of increased visitor spend in the County; the preservation and enhancement of our environment and the protection of people's health and well-being.

Summary of Review and Terms of Reference

Summary

This review is to consider the policy and delivery of Tourist Signing throughout the county compared to other local authorities. Brown signs are a nationally and internationally recognised brand designed to identify the location of a significant tourist attraction within a local area. Herefordshire Council does have a Tourist Signing policy and this review will focus on that policy and ask is it fit for purpose or does it need to be redrafted so that tourism within the county of Herefordshire stays competitive in relation to other counties.

The review will also consider temporary event signage as there are a number of overlapping areas with Tourist Signage and a similar impact on both the environment, highway safety and the local economy.

Terms of Reference

- **Review of Tourist Signing policy**
- **Review of Tourist Signing delivery**
- **Review of Guidance provided on Temporary event signage**
- **Review of Temporary signage delivery**

What will NOT be included

- **General Signage**
- **Site specific issues**
- **Signage of the Highway**

Potential outcomes

To

- **Create clearer policy**
- **Better publicised policy and guidance**

- **Delivery targets**
- **Increased income**

Key questions

To

- **Is Herefordshire Councils current approach affecting business?**
- **Have we got the balance right between business support, clutter and road safety?**
- **Is there a potential source of revenue?**
- **How do we compare with neighbouring authorities?**
- **What will the impact of any variation in the current approach be on the Environment?**

Cabinet Member (s) Cllr Blackshaw (Highways), Cllr R Phillips (Cultural Services)

Key Stakeholders/Consultees

- **All tourism attractions**
- **Visit Herefordshire**
- **Tourist Information centres**
- **All visitors to the county**
- **Amey Herefordshire**
- **Areas of Outstanding Natural Beauty (AONBs)**
- **Planning / Conservation**
- **Local Members**
- **Parish Councils**
- **Motoring organisations**

Potential Witnesses

- **Visit Herefordshire**
- **Highways**
- **Council for the Protection of Rural England (CPRE)**
- **Planning**

Research Required

Desk based benchmarking

Current national guidelines

Potential Visits

- **Wye Valley AONB drive round**

Publicity Requirements
Launch of Review During Review Publication of the Review and its recommendations Herefordshire Matters

Outline Timetable (following decision by the Overview and Scrutiny Committee to commission the Review)	
<i>Activity</i>	<i>Timescale</i>
Collect current available data for circulation to Group prior to first meeting of the Group.	By Mid August
Confirm approach, programme of consultation/research/provisional witnesses/meeting dates	First meeting of the Review Group. By End August
Collect outstanding data	By Mid September
Analysis of data	By Mid to end September
Final confirmation of interviews of witnesses	By end August
Carry out programme of interviews	By end September
Agree programme of site visits as appropriate	n/a
Undertake site visits as appropriate	n/a
Present interim report to Overview and Scrutiny Committee, if appropriate.	TBA
Final analysis of data and witness evidence	By end November 2011
Prepare options/recommendations	December 2011
Present Final report to relevant Overview & Scrutiny Committee	16 January 2012
Present options/recommendations to Cabinet (or Cabinet Member (s))	17 January 2012
Cabinet/Cabinet Member (s) response (within two months of receipt of Group's report)	By Mid March 2012
Consideration of Executive's response by the Overview and Scrutiny Committee.	As soon as possible after the response is received
Monitoring of Implementation of agreed recommendations (within six months of Executive's response)	September 2012

Members	Support Officers
<p>Councillors:</p> <p>Councillor R Preece (Chairman of Review Group)</p> <p>Councillor WLS Bowen</p> <p>Councillor ACR Chappell</p> <p>Councillor EMK Chave</p> <p>Councillor PGH Cutter</p>	<p>Lead Support Officer (Independent of the Service being Reviewed)</p> <p>Rob Hemblade – Parks, Countryside and Leisure Development Manager.</p>
	<p>Democratic Services Representative(s)</p> <p>Paul James – Democratic Services Officer</p>
	<p>Other support Officers</p> <p>Andrew Lee-Jones (Amey Herefordshire)</p>

Interviews and information received or considered

External interviews:

Sir Ben Gill, Chair, Visit Herefordshire

Mr B Widdowson, Representing the Council for the Protection of Rural England.

Officer interviews:

Mr C Hall

Mr M Tansley

Initial Background information pack

Department for Transport/Highways Agency Policy Guidance

1. Policy Guidance
2. TA93/04 Traffic Signs To Tourist Attractions and Facilities in England – Introduction.
3. TA94/04 Traffic Signs To Tourist Attractions and Facilities in England – Guidance Local Roads
4. TD52/04 Traffic Signs To Tourist Attractions and Facilities in England – Guidance Trunk Roads

Herefordshire Council /Amey detail.

5. Herefordshire Council Policy – 2003
6. Herefordshire Council Cabinet Member Report 2003
7. Tourist Signing Leaflet – 2011
8. Tourist Signing Application Form – 2011
9. Form RE2 signing agreement
10. Policy Delivery
11. Cost comparisons (with other authorities)

Traffic Signs Regulations and General Directions 2002

12. Extract approved Tourist Symbols
13. Extract tourist signing examples

Policies from other Authorities

- Cheshire East ¹
14. Policy

- Cornwall
15. Policy

- Devon
16. Leaflet
 17. Application form

- Lancashire ¹
18. Policy

- Somerset
19. Policy

- Staffordshire ¹
20. Policy

Stoke on Trent ¹
21. Policy

Shropshire ¹
22. Policy
23. Application form

Worcestershire ¹
24. Policy

Further information received or referred to during the review:

'Outdoor advertisements and signs: a guide for advertisers' produced by the Communities and Local Government. (Available via the web)

'Traffic Signs Policy Paper' (Oct 2011) produced by the DfT. (Available via the web)

'Government Tourism Policy' (March 2011) produced by Department of culture, media and sport. (Available via the web).

e-mail dated 5 November 2011 from Councillor R B Hamilton to the Chairman.

Site Visit

A site visit was undertaken on 29 September 2011 from Hereford to the Symonds Yat area to see examples of tourist and temporary event signs at various locations.

Tourist Signing Policy

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Herefordshire Council

Tourist Signing Policy

Introduction

Circular Roads 3/95 "Traffic Signs for Tourist Attractions and Facilities in England" published by the Department of Transport on the 12th December 1995, came into effect on the 5th January 1996. This document amended previous legislation relating to white on brown tourist signs, and consequently extended the types of tourist attractions, amenities and facilities eligible for signs.

The Circular makes it clear that eligibility for signing does not mean automatic entitlement to signs, but that this depends upon a decision by the traffic authority responsible, in this case Herefordshire Council's Engineering and Transportation Service.

This document is therefore intended to set out a policy that will be applied by Herefordshire Council in considering applications in its area. The aim of the document is to establish an improved network of brown and white tourist signs which will assist visitors in finding tourist attractions, facilities and places of interest, whilst taking into account the needs of the tourism industry, traffic management, road safety and environmental issues.

It must be stressed though that signposting for tourism purposes is essentially directional, with the main aim of guiding visitors along the safest most direct route, and therefore reducing the number of unnecessary car trips around the County.

The signs are not intended as advertisements.

Applying for Tourism Signs

The provision of tourism signs shall be at no cost to the Authority. The applicant may make an informal enquiry to the Authority to obtain an indication of whether the application is likely to be approved. However this informal assessment will not bind the Authority to any decision. There will be no charge for this service.

Responsibility for signing lies with the Authority in which the destination is located. Where signs are to be erected across county boundaries liaison will take place with the relevant adjacent Authority to ensure continuity with their policy. Although in certain circumstances separate agreements may need to be entered into with adjacent authorities.

Initial Fee

In making a formal application to Herefordshire Council's Engineering and Transportation Service for white on brown tourist signs on county roads, the applicant will be required to complete a comprehensive questionnaire, supply supporting information as requested, and pay a non returnable fee (as detailed in appendix B) for each application submitted. This fee is retained whether the application is successful or not, and is intended to cover the assessment of eligibility and other administration costs.

Concerning applications in conjunction with leisure drives/cycle routes, each attraction/facility will be expected to complete a full questionnaire, supply supporting information, and pay a

non returnable fee (as detailed in appendix B) for each application submitted. In order to enable the attraction/facility to be signed as part of the "route" the application must be successful.

Signing on Trunk Roads - Highways Agency

In the first instance all applications for signing from trunk roads should be made to Herefordshire Council's Engineering and Transportation Service, who will forward any requests to the Highways Agency on the applicant's behalf.

Appendix A contains the policy for signing from trunk roads for which the Highways Agency is the traffic authority responsible.

Internal Applications

Attractions/facilities are expected to make a formal application through the usual procedure. However should another department within Herefordshire Council wish to support an application on behalf of the attraction/facility, the attraction/facility will still be required to pay the appropriate fees.

Tourist Destinations and Eligibility Requirements

A tourist destination must be permanent, and an established destination, attraction or facility that attracts, or is used by visitors to an area, and which is open to the public without prior booking during its normal opening hours.

Tourist destinations within the above definition have therefore been divided into two main categories - attractions and facilities.

Attractions

Ancient Monuments	Farm Parks/Animal Rescue Centres
Museums	National Attractions, e.g. geographical areas of special interest to visitors.
Historic Houses	Beaches and Viewpoints
Castles	Rivers and Canals
Historic Churches, Abbeys and Cathedrals	Gardens and Arboreta
Country Parks, Nature Reserves, Wildlife Centres, Commons	Theme Parks
Zoos and Safari Parks	

Facilities

Serviced Accommodation	Tours, Leisure Drives and Leisure Cycle Routes and Walk Routes/Trails
Self Catering and Holiday Centres	Tourist Information Centres and Points
Camping, Caravan and Camping Barns	Picnic Sites
Youth Hostels	Retail Establishments
Public Houses	Sports Centres
Restaurant and Cafés	Leisure Facilities
Cinemas, Theatres and Concert Venues	

Each application will be assessed against the following standard criteria. In addition where appropriate the application will also be assessed against the relevant criteria highlighted in the relevant sections on pages 9 - 14.

It is necessary to ensure tourist destinations that are eligible for signs all have a range of facilities and amenities available to the general visitor, as

motorists who follow tourism signs expect a high standard of attraction/facility/amenity to be provided at the destination.

The following requirements must therefore be complied with to ensure that these standards are maintained. To qualify for white on brown signs a tourist destination must:

- Be permanently established, have planning permission and conform to all relevant planning, health and safety legislation, or is an established use and has been in existence for more than 10 years.
- Be open to people making casual visits within normal opening hours and not just to those who have made prior bookings.
- Be open at least 4 hours per day for at least 150 days per year, excluding bank holidays.
- Provide an adequate level of customer facilities appropriate to the size, location and character of the operation, such as car and coach parking, refreshments, interpretation and information, toilets and facilities and access for the disabled and mobility impaired. The level of accessibility for visitors with mobility difficulties and the facilities offered for families with children, are both important considerations which potential visitors will wish to be aware of before deciding whether to make a visit to a attraction/facility.
- Demonstrate that the destination is publicised as a tourism attraction/facility and seeks to attract visitors through publicity and advertising. Where printed material is provided this should give clear travel directions along the route to be signed including a map if possible. Membership of a tourism agency will not confer eligibility in this respect. Evidence will be required in support of entitlement to signing. This might include leaflet distribution to tourist information centres for participation in joint marketing initiatives.
- Demonstrate that there is a significant number of people visiting from outside the locality who would be likely to need signs to find there way to the destination.

It would be considered inappropriate to permit tourist signs at, or close to locations where there is private advertisement signing relating to the facility seeking tourism signing. Therefore in order to qualify for signing the applicant should not erect any offsite advertising signs and must remove any existing offsite signing at this location. The applicant will be responsible for all costs involved in the removal of advertising signs.

Determination of Applications - Consideration of Traffic Management, Environmental and Road Safety Standards

Eligibility does not automatically guarantee entitlement to tourism signs. All applications will also be judged on considerations of traffic management needs, local amenity, environmental issues and road safety.

The final decision rests with Herefordshire Council's Engineering and Transportation Service and an applicant will be advised of the reasoning behind any decision. It must be noted that there is no ground for appeal other than against an error of fact which may have occurred.

Traffic Management Issues

Signing will only be provided to destinations where Herefordshire Council's Engineering and Transportation Service is satisfied that the routes are adequate to cope with the volume and type of vehicles which might be expected were the signs provided. Normally only one route to any tourist destination will be signed.

The number of signs deemed necessary for a destination will depend upon its location, size and expected number of annual visitors. Herefordshire Council's Engineering and Transportation Service will have the final decision on the number of signs to be provided.

There are environmental disadvantages to using commercial names on tourism signs, as it can result in an increase in the size of signs. It is also doubtful whether this information is of significant value to a genuine tourist, and there is no clear case for commercial names on grounds of road safety or traffic management. It is therefore intended to confine legend to a description of the facility, rather than to increase reading time by adding commercial names, unless there is a clear case for their inclusion on traffic management grounds (i.e. to differentiate between similar facilities in the same locality).

Signing will not normally be from a point more than 5 miles from the destination. If the attraction/facility lies between two main roads it may be appropriate to sign from both via different routes on minor roads, or send tourists to the most appropriate point of access to the minor road network.

Where a tourist destination is associated with a particular village or town, tourists will be expected to follow the normal direction signs to that village or town, and direction signs may only be necessary once the town has been entered.

Symbols

The Department for Transport have prescribed standard symbols, which represent the most common types of tourist attraction/facility. It may be possible to use other symbols, however this would be subject to authorisation from the Department of Environment and Transport for the Regions. It must be noted that company names are unlikely to be approved.

The use of symbols is not obligatory, and their omission can reduce the size of sign assemblies and be of benefit in simplifying sign content when a number of destinations are included. Only one symbol per sign will be permitted where appropriate.

Tourist Destinations Adjacent to "A" Class Roads

Tourist destinations with direct access to an "A" class road may not need signing if the entrance is visible and identifiable from a distance. Where the entrance is not visible, and on roads with a speed restriction of 50 mph or above, an advance direction sign from each direction, and a flag sign may be needed to guide traffic safely to the destination. Where the attraction/facility receives more than 150,000 visitors per year signing over a wider area may be considered.

Tourist Destinations Adjacent to "B", "C" or "Unclassified" Roads

Tourist destinations not located adjacent to an "A" class road can be signed from the nearest "A" class road or "B" class road if appropriate with a flag sign (or signs) at the appropriate junction or junctions leading to the site.

On leaving the "A" or "B" class roads finger posts (possibly showing just a symbol) will be required as appropriate, at junctions. There is no need for signs where the route continues straight on, as signs are only permitted where the route deviates.

Generic Signing Schemes

Generic signing schemes to groups of attractions or facilities, such as hotels or signs showing symbols only, will be considered where the total number of individual signs is likely to be unacceptable on safety or environmental grounds. Similarly on approach to towns an Historic Towns type sign may be considered more appropriate than individual establishment signing.

These signs will then incorporate appropriate symbols to be followed within the town. With respect to such signs there will need to be a lead applicant who will need to coordinate funds, and be responsible for issuing a cheque to Herefordshire Council's Engineering and Transportation Service.

Environmental and Road Safety Issues

Circular 3/95 advises that the provision of tourist signs should be consistent with road safety and environmental considerations. Decisions on individual applications will continue to depend on the extent to which additional tourist signs can be provided without reducing the effectiveness of existing signs, or detract from, or damage the quality of the environment.

The advice for trunk roads is that in general five destinations shall be regarded as the maximum that drivers can absorb at a single junction, or four on all purpose dual carriageway roads with speeds in excess of 50 mph. The same policy will apply to County roads.

It is also necessary to consider the visual impact of additional directional signs, consequently this may limit the size, and therefore the number of destinations which may be permitted at any one location. Although this issue could be overcome by replacement with one purpose designed sign, unfortunately at a considerable cost.

Long names for destinations may be difficult to read and could consequently have road safety implications. Therefore the maximum number of letters allowed per destination will be 25 letters including spaces. However Herefordshire Council's Engineering and Transportation Service will determine the final size, wording and design of each sign.

It is recognised that an over proliferation of signs may harm the visual environment making it less attractive to the visitor. Areas of Outstanding Natural Beauty (AONB's), Conservation Areas, tourist "honeypot" locations and sites in the vicinity of listed buildings will be particularly sensitive.

Where Herefordshire Council's Engineering and Transportation Service considers signing to an additional destination would create unacceptable sign clutter or environmental damage, consultation may take place with English Heritage, Parish Councils, and tourism and planning officers.

Herefordshire Council's Engineering and Transportation Service retains the right to review the amount, and content of signing at an individual junction at any time in the light of environmental, or safety considerations.

Signing within Urban Areas

For the purpose of this policy an urban area can be defined as any city, town or village subject to a 30 or 40 mph speed restriction, although the boundary may not be contiguous with the start of the speed restriction. It must be noted that the signing of tourist destinations in urban areas will be subject to stringent control

There will be a general presumption against white on brown signs to tourist facilities that a visitor would normally expect to find within an urban area, in particular shops, cinemas, accommodation, restaurants, cafés, etc.

The general principle will be to provide visitor information either in the form of Strategic Tourist Information Points or Historic Town Signs on the main approach roads into the urban areas, or Local Tourist Information Points at the main points of visitor arrival to link up with systems of pedestrian signing. This combination of visitor information and signposting is considered to be more appropriate in the urban environment, as a means of helping the visitor with their orientation within the town.

Provision of Signs and Financial and Administrative Arrangements

Consideration of Applications

It is anticipated that applications for tourism signing will be determined within six weeks from receipt of an application. However this may not always be possible particularly when extended investigations are required, such as consultation with neighbouring attractions, parish councils, or with local tourism/planning officers of the Authority.

It is the sole responsibility of the applicant for tourism signs to provide evidence that the attraction or facility in question meets the necessary criteria as outlined in the relevant sections of this policy. If all the correct documentation is not provided the application will be returned, and the six week time scale will commence again upon receipt of all necessary documentation. However if all the required documentation is not submitted to Herefordshire Council within six months of the receipt of the initial application, should the applicant wish to proceed with the application, they will be requested to submit another application, along with another non returnable fee (as detailed in appendix B).

Applicants will however be advised of the result of their application at the earliest opportunity and informed whether the application is:

- Unsuccessful and why
- Successful and advise them of the next stage
- Partially successful in that it is agreed signing in some form is appropriate, but not exactly as requested.

Sign Design and Quotation

Should an application be successful a set fee will be charged to the applicant in order to cover the cost of site visits, sign design, preparation of bills and quantities, obtaining a quotation for the provision and erection of the sign(s) and liaison with the applicant.

The fee charged is dependant upon the number of signs requested, and is detailed in appendix B

As soon as this fee is received detailed designs of the proposed signs, along with an estimated cost for the supply and erection of the signs will be forwarded to the applicant. It should be noted however that this estimate of costs would only remain valid for six months from the initial date of the quotation. If the required RE1 form along with requested payment is not returned within the six month timescale, should the applicant wish to proceed a full application, along with an initial fee (as detailed in appendix B) will need to be submitted. The procedure will then recommence.

It must be noted that the type of signing developed in a certain area must be consistent with existing local signing in terms of size and style.

Sign Supply and Erection

The full cost for the supply and erection of the proposed tourism signs will be borne in full by the applicant, and Herefordshire Council's Engineering and Transportation Service will only arrange for the signs to be manufactured and erected on receipt of this amount. This amount will also include costs for sign removal should the attraction close down, cease trading, or no longer meet the required standards as set out in this policy (as detailed in appendix B).

Applicants will be responsible for the cost of alteration to existing signing assemblies, where necessary to include signing to the attraction. For example modification of signs to generic signing.

Tourist signs cannot be put up overnight. Therefore from the signs being ordered to the signs being erected, four to six weeks at least should be allowed.

Sign Ownership and Maintenance

The signs will remain in the ownership of the Authority, but in the event of them being stolen, damaged or destroyed, the applicant will be expected to pay the cost of subsequent repair or replacement. When the signs require replacement through age the applicant will be required to pay the cost of replacement.

Removal of Signs

Herefordshire Council retain the right to remove signs if they are to be incorporated in an overall or combined signing scheme if this occurs in the area, or to remove signs to an attraction that no longer meets the criteria required at the time the application was considered, or become a road safety hazard.

It must be noted that all tourism signing will be at no cost to the Authority.

Tourist Destinations Criteria.

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Tourist Destinations Criteria.

Attractions

Signs to tourist attractions are provided for the benefit of those who wish to visit a tourist attraction which they have seen advertised in leaflets, local or national press, etc.

For the purpose of this policy tourist attractions are classed as the following:

Ancient Monuments, Museums, Historic Houses, Castles, Historic Churches, Abbeys and Cathedrals, Country Parks, Nature Reserves, Wildlife Centres, Commons, Zoos, Safari Parks, Farm Parks, Animal Rescue Centres, National Attractions, Beaches, Viewpoints, Rivers, Canals, Gardens, Arboreta and Theme Parks.

Criteria

- The attraction should meet with the English Tourism Council's quality assurance scheme where applicable.

According to the English Tourism Council, a visitor attraction is defined as:- "A permanently established excursion destination, a primary purpose of which is to allow public access for entertainment, interest or education; rather than being a primary retail outlet or a venue for sporting, theatrical, or film performances."

- The applicant must provide evidence of appropriate steps being taken to publicise the attraction, and submit evidence of publicity material, which includes a sketch map and written directions.
- The applicant must demonstrate that there are a significant number of people visiting from outside the locality who would be likely to need signs to find their way to the destination.
- Adequate on site parking must normally be available in order for vehicular signing to be obtained. Where off site parking is provided this must be within a 100m of the attraction.
- English Heritage and National Trust properties are already eligible for tourism signing, therefore the initial application fee is not required. However any subsequent fees for sign design and quotation, along with sign supply and erection will be charged.

Facilities

For the purpose of this policy tourist facilities are classed as the following:
Hotels, Guest House, Farmhouse Accommodation, Bed and Breakfast facilities, Self Catering and Holiday Centres, Camping, Caravan, Camping Barns, Youth Hostels, Public Houses, Restaurants, Cafés, Cinemas, Theatres and Concert Venues, Tours, Leisure Drives, Leisure Cycle Routes, Walk Routes/Trails, Tourist Information Centres and Points, Picnic Sites, Retail establishments, Sports Centres and Leisure Facilities.

Serviced Accommodation

Serviced accommodation includes hotels, guesthouses, farmhouse accommodation and bed and breakfast facilities.

It would clearly not be reasonable for all facilities in this category to be entitled to signing in all areas. The number of eligible facilities in urban areas would mean that such an approach would be impractical and lead to a danger of over proliferation, clutter and confusion.

Establishments will be signed individually where appropriate. Although subject to environmental and traffic management considerations, generic signing will be used if there are a number of similar facilities along a particular route, or in one area.

Criteria

- Only establishments who are members of a national quality assurance scheme run by the English Tourism Council, RAC or AA will be eligible for tourism signing.
- Establishments must have a minimum of six rooms.
- Adequate on site parking must normally be available in order for vehicular signing to be obtained. Where off site parking is provided this must be within 100m of the accommodation facility.
- Establishments which cater for long term residents and are therefore in effect hostel type houses in multiple occupation will not be signed.

Self Catering and Holiday Centres

Criteria

- Only establishments who are members of a national quality assurance scheme run by the English Tourism Council, such as the British Graded Holiday Parks Scheme will be eligible for signs.
- Adequate on site parking must normally be available in order for vehicular signing to be obtained. Where off site parking is provided this must be within 100m of the accommodation facility.

Camping, Caravan and Camping Barns

Some static sites may qualify, where they are available without pre booking, but the use of the caravan symbol will not be permitted, as it could be confusing to touring caravans requiring an overnight pitch.

It will be normal procedure for only the appropriate symbol to be shown on any sign. The name of the site will only be shown where there is a possibility of confusion because two or more sites are close together, or in different directions from the same junction.

Criteria

- Only sites that are members of a national quality assurance scheme run by the English Tourism Council, such as the British Graded Holiday Parks Scheme will be eligible for signs.
- Only those sites with a minimum of 20 pitches for casual overnight use by touring caravans or tents will be eligible.
- Caravan and camping sites must be licensed under the Caravan Sites and Control and Development Act 1960 and/or the Public Health Act 1936. A copy of the site licence should accompany any application for tourism signs.

Youth Hostels

Criteria

- Only youth hostels managed by the YHA will be eligible for the youth hostel symbol.
- Other hostels may be signed but not with the YHA symbol.
- Adequate on site parking must normally be available in order for vehicular signing to be obtained. Where off site parking is provided this must be within 100m of the accommodation facility

Public Houses

It is clearly impractical and unnecessary to sign all public houses, particularly in urban areas or on main roads, as the majority of establishments will cater mainly for local needs.

Licensed premises will not be signed in view of the various national and local road safety concerns on drinking and driving unless they satisfy the following criteria.

Criteria

- A selection of hot meals and not just bar snacks should be served both at lunchtime and in the evening without the need to pre book.
- Public houses must be willing to accommodate children, and appropriate facilities for children must be provided such as a family room. The establishment should also hold a children's certificate.
- The establishment should have locational problems and demonstrate a need for signing.

- There should be no traffic management problems associated with the establishment.
- Adequate off street parking should be provided at the establishment or within 100m of it.
- The establishment must comply with the Food Safety (General Food Hygiene) Regulation and Food Safety Act 1990.
- Public Houses which offer over night accommodation should be members of a national quality assurance scheme, namely one run by the English Tourism Council, the AA or the RAC.

Restaurants and Cafes

Criteria

- The establishment must be open for at least 6 hours a day, six days a week, for six months of the year, and have a minimum of 25 covers.
- A selection of full meals and snacks should be served both at lunchtime and in the evening without the need to pre book.
- The establishment must be willing to accommodate children.
- Adequate off street parking should be provided at the establishment or within 100m of it.
- The establishment must comply with the Food Safety (General Food Hygiene) Regulation and Food Safety Act 1990.
- The establishment must be recognised under an acceptable national quality assurance scheme such as Egon Ronay or Michelin Guide.

Cinemas, Theatres and Concert Venues

Signing will only be provided in urban areas where location difficulties cause traffic management problems.

Criteria

- All establishments should provide toilets, and facilities and access for the disabled and mobility impaired.
- The establishment must be willing to accommodate children.
- All establishments should be able to offer light refreshments.
- Adequate off street parking should be provided at the establishment or within 100m of it.

Tours, Leisure Drives, Leisure Cycle Routes and Walk Routes/Trails

These signs are intended for the benefit of travellers following an approved route, aided by explanatory maps and leaflets.

The Authority will determine whether the route proposed for such leisure drives and cycle routes is appropriate, and not detrimental to the well being of the communities through which it passes.

Leisure drives and cycle routes should be on appropriate roads/routes, avoiding major roads and junctions, and minor roads incapable of safely accommodating traffic.

Criteria

- The explanatory leaflet must be widely available and will describe the route in detail, drawing attention to local history and to interesting features, facilities and services, such as toilets, picnic-sites, lay-bys and viewpoints.
- In the case of cycle routes the leaflet will indicate how the route may be accessed by public transport (where applicable).
- If circular, the route should proceed anti clockwise to minimise the number of right hand turns.

Tourist Information Centres and Points

Criteria

- Only TIC's recognised by the English Tourism Council may be signed with the recognised "i" symbol.

Picnic Sites

Criteria

- Only places conducive to eating in the open air, available to the general public with their own food, and set aside primarily for that purpose with seating and tables available will be considered.
- Adequate off street parking should be provided at the establishment or within 100m of it.

Retail Establishments

For out of town supermarkets, superstores and retail parks, other forms of directional signs are already available, and should therefore continue to be the preferred signs rather than tourism signing.

Requests for signing may be received from village shops and posts offices, but these are mainly used by local residents. Tourists would assume that such facilities exist both in villages and other small communities, as well as in urban area, and therefore these will not be signed.

Herefordshire Council will make the final decision as to whether an establishment is of particular interest to the tourist market.

Criteria

- Retail establishments must be of particular interest to the tourist market and have facilities or features which are specifically aimed at tourists.
- Evidence must be provided of promotion within the tourist market.
- All establishments must provide adequate toilet facilities, and facilities and access for the disabled and mobility impaired.

- The establishment must be willing to accommodate children.
- All establishments should be able to offer light refreshments.
- All establishments must offer at least one of the following:
 - Tours of facilities or demonstrations.
 - Interpretative displays for tourists.
- Adequate off street parking should be provided at the establishment or within 100m of it.

Sports Centres

Criteria

- Sports centres should be the venue for at least 10 major events each year. Each event should attract a substantial number of visitors from outside the local area and the applicant should be able to prove this.
- The facility should be open to non-members within its normal opening hours, and where necessary equipment should be available for hire to non-members.
- All establishments should be able to offer light refreshments.
- All establishments must provide adequate toilet facilities, and facilities and access for the disabled and mobility impaired.
- Adequate off street parking should be provided at the facility or within 100m of it.

Leisure Facilities

Golf Clubs, Football Clubs, Rugby Clubs, Cricket Clubs, Tennis Clubs, Squash Clubs and Badminton Clubs are all considered as leisure facilities.

Criteria

- The facility should be open to non-members within its normal opening hours, and where necessary equipment should be available for hire to non-members.
- All establishments should be able to offer light refreshments.
- All establishments must provide adequate toilet facilities, and facilities and access for the disabled and mobility impaired.
- Adequate off street parking should be provided at the facility or within a 100m of it.

Herefordshire Council Tourist Signing Policy

Appendix A - Signing on trunk roads - Highways Agency

Traffic signs to tourist attractions and facilities in England: criteria for signs on trunk roads and motorways.

1. Criteria for:

a. all purpose single carriageways

b. dual carriageways with speed limits of 50mph or less

- i. A tourist attraction should only be signed from a trunk road if it is also signed on the adjacent road network, under the criteria adopted by the home traffic authority.
- ii. The route onto which traffic is being directed must be the most suitable link between the attraction and the trunk road.
- iii. Adequate parking should be provided at the attraction or in vicinity.
- iv. Signing may be refused because of siting difficulties or where the number of destinations signed at a single junction would be excessive. In general six tourist destinations should be regarded as the maximum that drivers can absorb at a single junction, and less than six where long names are involved, or additional information including symbols is provided on the sign, or the number of non tourist destinations signed is approaching overload.
- v. Tourist attractions with direct access to an all purpose trunk road may not need signing if the entrance is visible and identifiable from a distance that allows vehicles to approach it safely. In other cases, (especially on the high speed roads referred to in ii), advance direction signs and / or flag signs may be needed to guide traffic safely to the attraction. Applications for signs should be considered on their merits, and the attractions signed should at least meet the criteria for signing adopted by the local highway authority.

2. Criteria for:

a. all purpose dual carriageways with speed limits of 50mph or above

As in 1., but additionally:

- i. the attraction should normally be within twenty miles of the junction from which it is to be signed.
- ii. Taking account of the higher speeds or traffic on such dual carriageway roads, the number of tourist attractions signed should not exceed four, so that signs will be legible and of a manageable size.

3. Criteria for:

a. motorway

b. fully graded separated all purpose dual carriageways

As in 2., but additionally:

- i. the attraction should have at least 150,000 visitors per year.
- ii. The new sign diagrams for tourist facilities and bypassed communities highlighted in the Traffic Signs (Amendment) Regulations and General Directions 1995 may not be erected on motorways.
- iii. On all purpose trunk roads nearby groups of attractions and facilities can be signed collectively, if collectively they meet the visitor number criteria. A simplified variant of diagram 2215, as indicated in the Traffic Signs (Amendment) Regulations and General Directions 1995 will be used. It will probably not be possible to show the name of each individual attraction in full, and in such cases symbols rather than legends may be used to indicate the type of attraction. Signs will not be provided for individual tourist facilities.

4. Other Urban areas.

In large urban areas, consideration needs to be given to the form of transport most suited to the attraction. In many cases pedestrian signing from public transport facilities will be more appropriate than vehicle signing, particularly where car or coach access to the attraction is discouraged for environmental reasons.

5. Choice where more attractions request signing than can safely be accommodated.

Where decisions have to be taken about which attractions to sign, the basis for those decisions should be guided by the needs of traffic management - so in general, attractions with higher visitor numbers will have a higher claim to be signed than those with fewer visitors. Proximity to the trunk road may also need to be used as a selection criteria where visitor numbers alone do not establish a clear ranking.

6. Alternative directions of access.

There should be no expectation of signing specifically from each possible direction of access, although where possible and appropriate in traffic management terms, alternative routes may be signed

Herefordshire Council Tourist Signing Policy

Appendix B – Fees applicable to applications

Initial Fee

Non returnable fee payable on submission of Application. £100.00
(including any application re-submitted)

Sign Design and Quotation

The fee charged is dependant upon the number of signs requested/approved:

- Up to and including 5 tourism signs £ 75.00
- Up to and including 10 tourism signs £ 100.00
- 11 or more tourism signs £ 150.00

Costs to cover removal of signs

Additional costs to cover removal of signs, should the attraction close down, cease trading, or no longer meet the required standards as set out in this policy. 7.5% of Manufacture and erection costs up to a maximum of £100

GUIDANCE NOTE

Signs placed within the highway boundary in Herefordshire

1 INTRODUCTION

Herefordshire Council (the Council) has produced this guidance note to set standards for the placing of advertising and directional signs within county highways which are unlikely to attract enforcement action. The Council wishes to encourage the economic viability of the county but this has to be in a way which is balanced against the highway dangers caused by drivers endeavouring to read unauthorised signs.

In recent years there has been a steady increase in the number of unauthorised signs sited within the highway boundary across much of the county road network. The Council has also been receiving an increasing number of complaints from the public about the clutter caused by these signs, and this is of particular concern in the Areas of Outstanding Natural Beauty. The majority of the unauthorised signs are advertising commercial ventures such as public houses, tea-shops, sales, garden centres and properties for sale, as well as regular events such as car boot sales, and less frequent non-commercial or charitable events, such as school events, community functions, village fêtes and festivals.

The Council recognises that the success of some local community events rely on advertising and that they should be treated differently from commercial events. Therefore discretion will be applied in respect of local non-commercial signs which comply with the conditions set out in Section 3 below.

Because of the risks associated with the proliferation of unauthorised signs, no commercial advertising signs on county highways will be allowed by the highway service as detailed in Section 4, except for temporary local directional non-advertising signs and regular local seasonal activities. The temporary local directional non-advertising signs may only be in position for a maximum of 72 hours in any fortnight as detailed in Section 5. The primary concern is that unauthorised signs erected within the highway boundary are adversely affecting the safety of highway users, such as in the following ways.

- The signs are frequently sited in locations that obstruct visibility from side road junctions and accesses, and forward visibility “through” bends.
- The signs provide visual distractions that divert drivers’ attention away from the road ahead.
- The signs sited on footways frequently obstruct the safe passage of pedestrians, particularly the visually impaired and disabled.
- The construction of the signs may be a dangerous and potentially lethal object for vehicles to hit should they leave the carriageway.

These risks can be associated with any location; however it is of particular concern when unauthorised signs appear at sites with a known accident history. Should this practice be permitted to continue, there is a real risk of serious incidents occurring on county highways for which the Council may be deemed liable. (County highways do not include the M50, the A49, part of the A40 (from the county boundary with Monmouthshire to the Overross roundabout), and the short length of the A449 (from the Overross roundabout to the M50) which are the responsibility of the Highways Agency.) Whilst particular attention will be given to unauthorised signage presenting a danger, other signage will receive a low priority except where particularly despoiling the environment. A common sense approach is therefore to be taken.

2 THE LEGAL BACKGROUND

The Highways Act 1980 specifies offences relating to activities on the highway, imposes duties on the Council and also gives the Council power to enforce its responsibilities.

The main areas relating to advertising and directional signs within the highway are those concerned with the unauthorised painting, inscribing or affixing any picture, letter, sign or other mark on the surface of a highway, tree, structure or works on or in a highway; the removal of any sign, etc.; and the details of the offences.

All unauthorised traffic signs within the highway boundary are illegal. All authorised traffic signs are specified in traffic regulations, and this includes white on brown tourism signs and temporary signs erected by approved bodies such as the AA and RAC.

The Traffic Signs Manual warns that “An unauthorised sign in the highway is an obstruction. The possible consequences of erecting or permitting the erection of obstructions may be severe and those responsible could lay themselves open to a claim for damages; for example if the obstruction is the cause of accident or of injury in a collision.”

This guidance note aims to minimise the need for exercising such powers by setting acceptable standards.

3 LOCAL NON-COMMERCIAL EVENT SIGNING

Whilst not giving formal prior written consent for signage, for the benefit of local communities the Council is unlikely to take action on highway grounds with regard to signs advertising local non-commercial events, such as village fêtes and fairs that are considered to be primarily for the benefit of the local community, providing the following conditions are met.

- The sign does not constitute an obstruction or a hazard to highway users including pedestrians.
- The sign is not erected in any area that constitutes a visibility splay for junctions or accesses, nor shall it obstruct drivers' sight lines at bends.
- The size, detail described, number, and/or positioning of the sign does not unduly distract drivers' attention.
- The sign is not erected at any site that has a significant collision history during the last 10 years as advised by the Council's transportation accident investigation team
- The sign is constructed in such a way that does not represent a danger to vehicles that might collide with it.
- The sign face is manufactured on a suitable lightweight material such as Correx, wood, or ply and not exceed 10mm in thickness.
- The sign face must be no larger than 0.27 sq m, such as 900mm by 300mm, and must be securely attached to a stake no larger than 50mm by 50mm in thickness and firmly placed in the ground. The top of the sign must not exceed 1 metre in height above ground level.
- The sign is not to be affixed to street furniture without obtaining prior written permission of the Council.
- The sign must not be erected more than 21 days in advance of an event, and must be removed no later than 7 days after. Any damage to the highway or apparatus within it caused by the sign's presence must be made good to the satisfaction of the Council, who may seek to recover the costs of remedial works if any damage to the highway is not made good.

4 COMMERCIAL EVENT SIGNING

With the exception of temporary local directional non-advertising signs and regular local seasonal activities, unauthorised signing (including posters, placards, banners and advertising boards), erected anywhere within the boundary of county highways, that seeks to advertise businesses, services, goods or commercial events will be discouraged on a countywide basis. The enforcement of this policy will be applied consistently across the county using a common sense approach.

Where subject to the requirements of the Town and Country Planning Act 1990, any sign may only be erected in accordance with the planning permission obtained, which will be enforced by the Council's planning service.

Action is unlikely to be taken on highway grounds to remove signs about regular local seasonal activities. Other commercial event signing will only be permitted if it has been authorised by the approval of an application received through an authorised body such as the AA or RAC.

The use of advertising boards and displays of goods outside shops and business premises is unlikely to lead to the Council taken action on highway grounds unless the conditions set out in the Guidance Note 'Advertising Boards and Displays of Goods on the Highway in Herefordshire' have not been followed.

Street furniture and pavement cafés are subject to the terms and conditions detailed in the 'Highways Amenity Licences for Pavement Cafés' information pack and guidelines, which is available from the Markets and Fairs office of the Council.

The use of banners to advertise goods and commercial services within the highway boundary or upon any highway structure will not be permitted. The use of these items on private land or premises will be subject to any statutory planning regulations and will be regulated by the Council's planning service.

5 TEMPORARY LOCAL COMMERCIAL EVENT SIGNING

Whilst not giving formal prior written consent for signage, for the benefit of local communities The Council is unlikely to take action on highway grounds with regard to signs on county highways giving directions only to local commercial events providing they are in position for a maximum of 72 hours in any fortnight and that the following conditions are met.

- The sign does not constitute an obstruction or a hazard to highway users including pedestrians.
- The sign is not erected in any area that constitutes a visibility splay for junctions or accesses, nor shall it obstruct drivers' sight lines at bends.
- The size, detail described, number, and/or positioning of the signs does not unduly distract drivers' attention.
- The sign is not erected at any site that has a significant collision history during the last 10 years as advised by the Council's transportation accident investigation team
- The sign is constructed in such a way that does not represent a danger to vehicles that might collide with it.
- The sign face is manufactured on a suitable lightweight material such as Correx, wood, or ply and not exceed 10mm in thickness.
- The sign face must be no larger than 0.27 sq m, such as 900mm by 300mm, and must be securely attached to a stake no larger than 50mm by 50mm in thickness and firmly placed in the ground. The top of the sign must not exceed 1 metre in height above ground level.
- The sign is not to be affixed to street furniture without obtaining prior written permission of the Council.
- Any damage to the highway, or apparatus within it, caused by the sign's presence must be made good to the satisfaction of the Council. Any costs incurred by the Council in

undertaking any associated remedial works are to be recovered from the person responsible for the sign.

6 CASE LAW

There is extensive case law on the placing of signs, advertising boards and the like within the highway. The conditions contained within this guidance note establish when **it is unlikely that action will be taken** by the Council on highway grounds against those who place unauthorised signs in the highway. However, anyone who places items on the highway is potentially liable to any person who suffers personal injury or damage to property caused by that item. Therefore it may be advisable for such persons to consider obtaining public liability indemnity insurance in the event of such claims.

7 PROCESSES TO BE FOLLOWED WHEN THE CONDITIONS FOR THE PLACING OF SIGNS WITHIN THE HIGHWAY ARE NOT MET

This guidance note sets acceptable standards for the placing of signs on county highways. Where the conditions are not met, action may be taken by re-positioning, removing, warning or prosecuting.

As part of routine highway inspections or in responding to complaints, any sign that is deemed unauthorised in accordance with this guidance note and constitutes an immediate danger will be removed from the highway and retained.

For similar signs that are deemed unauthorised in accordance with this guidance note but do not constitute an immediate danger, the owner will be requested to remove them or to reposition them in accordance with the conditions of this guidance note within 48 hours. If the owner cannot be identified or traced, or if the sign is not removed within the stated time period, the Council will arrange for its removal. Where previous warnings have been given, immediate removal of the sign(s) may take place.

Evidence of persistent offenders will be recorded and the relevant legislation will be used to pursue the matter. A breach of the policy can lead to immediate prosecution, but in the majority of cases an initial written warning will be issued by the Council with subsequent offences subject to prosecution.

Any items removed from the highway will be retained for collection by the owner. The items will be disposed of if they are not collected within a period of one month. The Council may seek to recharge the owners any expenses incurred in removing and storing unauthorised signs.

8 OTHER LICENCES

The Council can legally place items of street furniture such as road signs, trees and seats on county highways. In addition, the Council may issue licences for the erection of scaffolding, for the placing of builders' skips and for the provision of outside catering facilities in accordance with the relevant specific regulations.

9 FURTHER INFORMATION

This guidance note advises whether the placing of advertising signs on county highways is acceptable to the highways service. It does not extend to other items which may not be covered by the examples described above.

This guidance note does not absolve anyone from any statutory, or non-statutory, risk, with regard to personal injury or damage to property, incurred by depositing anything on the highway. Similarly this guidance note does not override the powers of a police officer or the planning Authority.

This guidance note is without prejudice to the powers to license other amenities on county highways in accordance with the provisions of the Highways Act 1980. It does not confer any right or privilege or permit any breach of statutory requirements, but outlines the Council's normal approach in such matters. It reserves the right to enforce any appropriate statutory requirement where considered necessary.

10 MODIFICATIONS, ALTERATIONS AND AMENDMENTS

The conditions, procedures and requirements specified within this guidance note may be modified, altered or amended at anytime without notice as the Council deems appropriate.

Dated 22 June 2009

5a Example of a brown sign being added to existing signage



5b Example of a sign which shows multiple symbols



Appendix 6

Comparison table of Criteria Requirements

Results of a desk top benchmarking exercise to compare neighbouring authorities who could be considered the main tourist competitors. The exercise concentrated on the criteria requirements as this was felt to be the most influencing factor on a tourism business and also the area the council has most control over.

Facility	Herefordshire	Gloucestershire	Worcestershire	Shropshire
General			All providers need to be a members of Destination Worcestershire All facilities need to have reasonable provision in terms of toilets, disabled access etc.	
Serviced accommodation	National Quality assurance scheme Min 6 rooms	National Quality assurance scheme	National Quality assurance scheme	National Quality assurance scheme
Self catering and Holiday centres	National Quality assurance scheme	No Info	National Quality assurance scheme	National Quality assurance scheme
Camping, Caravan and Camping barns	National Quality assurance scheme Minimum of 20 pitches Only licensed sites	National Quality assurance scheme Minimum of 20 pitches Only licensed sites	National Quality assurance scheme Reasonable number of pitches	National Quality assurance scheme Minimum of 20 pitches
Youth hostels	YHA for YHA symbol only	YHA for YHA symbol only	No info	YHA for YHA symbol only

Facility	Herefordshire	Gloucestershire	Worcestershire	Shropshire
Public Houses	Hot meals eve and lunch Children's facilities Need to have locational problems Food safety National Quality assurance scheme if offering accommodation	Hot meals eve and lunch Historical importance or culinary significance Food safety National Quality assurance scheme if offering	National Quality assurance scheme if offering accommodation	Hot meals eve and lunch with no pre booking Children's facilities National Quality assurance scheme if offering accommodation
Restaurants and cafes	Open minimum 6 hours per day, 6 days per week for 6 months Minimum 25 covers Accommodate Children Food safety National Quality assurance scheme	Open minimum 6 hours per day, 6 days per week for 6 months Food safety National Quality assurance scheme	National Quality assurance scheme	Open minimum 6 hours per day, 6 days per week for 6 months Minimum 25 covers Food safety National Quality assurance scheme
Cinemas, theatres and concert venues	Toilets Disabled access	Toilets Light refreshments	No specific criteria	General facilities appropriate to size, location and character

Facility	Herefordshire	Gloucestershire	Worcestershire	Shropshire
	Accommodate Children Light refreshments	Open to non members		
Tourist Information centres	Only TIC recognised by English Tourism Council	Only TIC's recognised by Tourist Board	Networked SLA in place	Only TIC's recognised by Tourist Board
Picnic Sites	Seating and tables available	No info	No info	Seating and tables available
Retail Establishments	Aimed at tourists Toilets Disabled access Accommodate Children Light refreshments Tours or interactive tourist displays	Aimed at tourists Toilets Light refreshments Tours or interactive tourist displays	Not normally eligible	Not normally signed using brown signs
Sports centres	Hold 10 major events per year Open to non members Light refreshments Toilets	Hold 10 major events per year Open to non members Light refreshments Toilets	No specific criteria	General facilities appropriate to size, location and character

Facility	Herefordshire	Gloucestershire	Worcestershire	Shropshire
	Disabled access	Open minimum 100 days per year and 400 hours		
Leisure facilities	Open to non members Light refreshments Toilets Disabled access	Open minimum 100 days per year and 400 hours Open to non members Light refreshments Toilets	No specific criteria	General facilities appropriate to size, location and character

MEETING:	OVERVIEW AND SCRUTINY COMMITTEE
DATE:	19 MARCH 2012
TITLE OF REPORT:	HEREFORDSHIRE COMMUNITY SAFETY PARTNERSHIP REPORT
REPORT BY:	SUSTAINABLE COMMUNITIES MANAGER

CLASSIFICATION: Open

Wards Affected

County-wide

Purpose

To update the Committee on the current priorities and issues for the Herefordshire Community Safety Partnership (HCSP) formally known as Safer Herefordshire.

Recommendation(s)

THAT:

- (a) **the Committee notes the content of the report;**
- (b) **the Committee notes the refreshed Herefordshire Community Safety Strategy 2011 – 2014; and**
- (c) **the Committee considers how to include community safety into its work programme.**

Key Points Summary

- Herefordshire Community Safety Partnership (HCSP) was formed as a result of the 1998 Crime and Disorder Act.
- HCSP are required to provide the Scrutiny Committee with an annual progress report on the work of the community safety partnership (CSP).
- The HCSP is required to carry out statutory duties, including an annual strategic assessment and a Crime and Disorder Strategy, known as the Herefordshire Community Safety Strategy.
- The annual strategic assessment has been completed and has informed priorities for 2012 – 2013.
- The Herefordshire Community Safety Strategy is a statutory document which forms part of the budget and policy framework; therefore this will go before Cabinet in April and to Council in July 2012.

Further information on the subject of this report is available from
Nina Bridges Sustainable Communities Manager on (01432) 260624

- Home Office guidance requires that local authorities have a scrutiny function for crime and disorder focused on the Herefordshire Community Safety Partnership as a whole.

Alternative Options

- 1 None identified

Reasons for Recommendations

- 2 The HCSP is required to report at least annually to Overview and Scrutiny Committee so it can review, scrutinise and make recommendations on the Partnership's activities.

Introduction and Background

- 3 Herefordshire Community Safety Partnership is a statutory partnership formed as a result of the 1998 Crime and Disorder Act and the later amended 2002 Police Reform Act. These acts placed a duty for the 'responsible authorities' to work together to reduce crime and disorder. The responsible authorities include:

- Local Authority
- Police
- Police Authority
- Fire and Rescue authority
- Health
- Probation

The Herefordshire Partnership Executive Group (HPEG) has become responsible for the Community Safety Partnership's statutory duties.

Statutory duties of the HCSP include to:

- Prepare a Strategic Assessment on crime and disorder
- Produce a community safety partnership plan which lays out what the priorities are and how they will be addressed (reviewed annually)
- Consult and engage with the community
- Formulate and implement a strategy to reduce re-offending by both adult and young offenders
- Prepare an information sharing protocol which must be signed by all responsible authorities
- Ensure that it has a committee with power to review or scrutinise decisions made; or other action taken to make reports or recommendations (section 19 – 21 of the Police and Justice Act 2006)
- Establish Domestic Homicide Reviews (DHR), as appropriate, (section 9 of the Domestic Violence and Crimes Act 2004).

The attached paper outlines the role of the Overview and Scrutiny Committee in relation the scrutiny of crime and disorder matters. In the past, the Community Services Scrutiny Committee reviewed and made recommendations on the strategic assessment process, the community safety partnership plan and the Partnership's priorities which included the locally chosen national indicators for community safety.

Key Considerations

- 4 The Herefordshire Community Safety Strategy is a three year strategy; and year two of the strategy has recently been refreshed using information from the annual strategic needs

assessment of crime and disorder in the county. This entails a robust process looking at partner information relating to crime and disorder and consultation with communities on what their concerns are. This forms the basis of the strategy and informs the key priorities each year the HCSP will focus on.

The Strategy is on the Budget and Policy Framework and therefore will go to Council as a Key Decision through the following consultation process:

- Herefordshire Public Services Leadership Team (HPSLT) 28TH February 2012
 - Cabinet members briefing 22nd March 2012
 - Scrutiny Committee 19th March 2012
 - Leaders Briefing 29th March 2012
 - Cabinet 19th April 2012
 - Council July 2012 (awaiting confirmation of date)
- The Strategy has to be refreshed annually to reflect the emerging priorities for partners and communities. The annual strategic assessment for 2011 -12 has been completed and on the basis of the issues identified, three priorities have been chosen for 2012 -13. The refreshed Community Safety Strategy now reflects these priorities together with a number of cross cutting themes to support the delivery of the Strategy. The Strategy also provides the framework for how partners will work together and target resources where they are needed in the most efficient and effective way.
 - The three priorities for 2012 – 2013:
 - **Integrated Offender Management (IOM)** - Through partnership working, activity is focussed around supporting offenders away from crime. This priority also seeks to ensure that repeat and vulnerable victims of crime are adequately supported.
 - **Alcohol Harm Reduction** – Alcohol is seen as a joint priority for both the Health and Wellbeing Board (HWBB) and HPEG. Therefore a joint Alcohol Harm Reduction Strategy and Action Plan are currently being developed which will include training front line staff to give brief advice, an education programme, intelligence led enforcement with a focus to intervening early to prevent violent crime and address health implications relating to alcohol use.
 - **Empowered Localities** - It is recognised that in order to deliver effectively and reduce crime and ensure that our communities feel safer, we need to work with communities in both identifying and tackling issues. As the Local Authority moves towards a locality model, focus will be on embedding community safety into all locality working.
 - **Cross cutting themes include:**
 - Education
 - Substance Misuse
 - Communications
 - Equality and Diversity
 - As part of the Council's Policy Framework, the strategy is required to be adopted by full Council.

- Community Safety will be reviewed within the Safer and Stronger Herefordshire section of the Root and Branch Review programme.

Police and Crime Commissioners (PCCs)

- Under current plans Police Authorities will cease to exist and Police and Crime Commissioners (PCCs) will be elected in November 2012, with Herefordshire coming under West Mercia area (Herefordshire, Shropshire, Telford and Wrekin and Worcestershire).
- The PCC's main duties will include:
 - Secure an efficient and effective police force
 - Appoint and hold the Chief Constable to account
 - Set the police objectives by producing a police and crime plan
 - Set the annual force budget and police precept
 - Contribute to the national and international policing capabilities
 - Cooperate with the criminal justice system in their area
 - Work with partners and fund community safety activity to tackle crime and disorder
 - Commission services to reduce crime and disorder
- Although they will not be a responsible authority on Community Safety Partnerships, under the Police and Social Responsibility Act 2011, a mutual duty is placed on the PCC and the responsible authorities of the CSP to cooperate to reduce crime and disorder and reduce reoffending.
- The PCC will be supported by a Police and Crime Panel which will comprise of elected members from each council in the police area as well as lay members.
- From April 2013 Home Office funding that the Local Authority previously received as a responsible authority for the Community Safety Partnership will be transferred to PCCs, and they will decide what services they commission to reduce crime and disorder.
- Community Safety Partnership budgets have significantly reduced over the last few years (for instance the Community Safety Fund for 2012/13 funding is reduced by 60% compared to funding in 2010/11).
- The community safety team within the council has therefore reduced significantly and is focussed on intelligence based activity working in partnership with the 'responsible' authorities, other organisations and the local community to address community safety priorities.
- The community safety team will also provide advice to the local authority and the community safety partnership on its statutory obligations.

Community Impact

- a. Ensuring that Herefordshire has an effective Community Safety Partnership will contribute to a safer place to live, work and visit.
- b. Identifying current trends and community issues is crucial if resources are to be targeted effectively to benefit local communities.

Equality and Human Rights

- 6 This strategy pays regard to equality and human rights and will not negatively impact on any members of the community.

Financial Implications

- 7 Delivery of the Strategy priorities will be undertaken within the constraints of available partnership funded budgets and carry no additional funding implications for Herefordshire Public Services.

Legal Implications

- 8 None identified.

Risk Management

- 9 Any risks identified within the Herefordshire Community Safety Strategy will be managed through HPEG.

Consultees

- 10 Consultation has taken place over a period of 6 months, collating data and information to produce the annual strategic assessment which informs the Herefordshire Community Safety Strategy. Information is gathered from various sources such as survey results, data collection from partners such as police, probation, registered housing providers, local authority, courts, youth offending and third sector organisations.
The following consultation to identify the priorities has included:

- Chief Executive of Herefordshire Public Services (responsible authority)
- GP Consortium
- West Mercia Police (responsible authority)
- Third Sector Board
- Hereford and Worcester Fire & Rescue Service (responsible authority)
- West Mercia Probation Trust (responsible authority)
- Business Board
- HALC (Herefordshire Association of Local Councils)
- DEFRA Agencies (DEFRA agencies are made up of the Environment Agency, Forestry Commission and Natural England)

- Director of Public Health – February 2012.

- Consultation was completed through the Strategic assessment which informs this Strategy and the priorities. This was completed between 1st July and 30th November 2011 and included the following:
 - Surveys sent to all Parish Councils
 - Surveys sent to local businesses through the Chamber of Commerce
 - Opportunity for people to fill out the survey was highlighted in First Press
 - Herefordshire livestock market was visited 3 times to engage with rural communities during the summer months
 - West Mercia Police complete a Crime Survey and results from their quarterly surveys completed during 2010-2011 were also used to inform the strategic assessment and the Community Safety Strategy.

All comments have been taken into consideration through the strategic assessment and have assisted in identifying the priorities for this financial year. Comments from partners have assisted in developing the Herefordshire Community Safety Strategy.

Appendices

11 Appendix 1 – Scrutiny of Crime and Disorder Matters

Appendix 2: Herefordshire Community Safety Strategy 2011 – 2014 (Year Two 2012 – 2013)

Background Papers

12 Strategic Assessment Summary Report

Police and Crime Commissioners. A guide for Community Safety Partnerships (Local Government Association publication).

Police and Crime Commissioners. What partners need to know (Home Office publication).

Scrutiny of Crime and Disorder Matters

Introduction and Background

The Police and Justice Act 2006 (S19) requires every local authority to ensure that it has a scrutiny committee designated as a “Crime and Disorder” Committee with power to review or scrutinise decisions made, or other action taken, in connection with the discharge by the responsible authorities of their crime and disorder functions. The responsible authorities are local authorities, fire and rescue authorities, police authorities, the police, and primary care trusts which together comprise a Crime and Disorder Reduction Partnership and the Probation Service.

The Home Office has issued guidance on the scrutiny of crime and disorder matters.

<http://cfps.org.uk.surface3.vm.bytemark.co.uk/publications?item=6951&offset=0>

Designating a Crime and Disorder Committee

The requirement for the Council to have a “Crime and Disorder” Committee does not require a separate Crime and Disorder Scrutiny Committee. It does require that a scrutiny committee is designated as such. When considering matters related to crime and disorder functions of the responsible authorities the Committee must be properly constituted for that purpose and comprise the appropriate membership.

Work programme

The guidance emphasises that the role of scrutiny should be focused on the Partnership as a whole and will be more effective if it focuses on the policy issues rather than a single organisation. It states that if issues arise which relate specifically to a particular partner organisation it may be appropriate to refer such issues to the governing bodies of that organisation for action. The role of the Committee should be as *“a critical friend of the community safety partnership, providing it with constructive challenge at a strategic level rather than operational fault finding at an operational level.”*

The guidance notes that at a basic level the role of the Committee is

To consider actions undertaken by the responsible authorities on the CDRP

Make reports or recommendations to the local authority (and partners)

To consider Councillor Calls for Action

It adds that, *“The Committee should include in its work programme a list of issues which it needs to cover during the year. This should be agreed in consultation with the relevant partners on the community safety partnership and reflect local community need.”*

The Regulations require that the Committee meets “as the committee considers appropriate but no less than once in every twelvemonth period.

The guidance, does, however, make clear that:

“In addition the scrutiny function should consider community safety issues more consistently throughout the year, just as it would with any other subject matter.”

“As part of the accountability role of the committee, it might be useful to request the attendance of senior members of the partnership at key meetings through the year. This might include the chair of the partnership, the cabinet member with community safety responsibilities or senior members of partner organisations such as the local police commander.”

The scrutiny of crime and disorder matters is only a part of the Committee’s work and part of the overall work programmes of the Scrutiny Committees.

The guidance provides a number of examples of effective crime and disorder scrutiny and suggests a number of key areas for scrutiny.

Roles identified in the guidance include

policy development,

contributing to the development of strategies

holding to account at formal hearings

performance management

Involvement in the Comprehensive Area Assessment (CAA), looking at the results of assessments and using this data to decide which areas of crime and disorder/community safety activity should be the subject of scrutiny and carrying out investigations which feed into the assessment process. (nb CAA is now defunct)

Particular strengths for scrutiny are identified as: engagement and involvement of local people and analysis of issues of local concern.

The guidance also states that, *“the scrutiny of community safety issues is just one part of a wider agenda in local policy making for partnership working” and not a “stand alone” exercise.* It suggests scrutiny can contribute to this agenda through its contribution to the CAA, through monitoring the delivery of partnerships against Local Area Agreement Targets and “understanding the wider implications of community issues, informed by section 17 of the Crime and Disorder Act 1998.

“The Council has a legal duty under section 17 of the 1998 Act to carry out all its various functions with due regard to the need to prevent crime and disorder in its area (likely to be extended to include reducing reoffending from April 2010.”

“Councils should develop ways to integrate the scrutiny of community safety issues within a cohesive and coherent strategy for the scrutiny of other partners and the services they deliver.”

Councillor Call for Action

The 2006 Act as amended also contains provisions allowing a Councillor to refer a local crime and disorder matter to the Crime and Disorder Committee (a Councillor Call for Action (CCfA)). The same CCfA procedure can be followed in relation to crime and disorder matters as for the Council’s other scrutiny committees, except that a crime and disorder matter must be considered by the designated Crime and Disorder Committee. The Council’s CCfA Code is set out at Part 5 section 10 of the Council’s Constitution.

Herefordshire

Community Safety

Strategy

2011 - 2014



Year Two: 2012 - 2013

Working together to make Herefordshire an even safer place to live, work and visit

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The Community Safety Partnership aims to make Herefordshire an even safer place to live, work and visit

Herefordshire remains a low crime rate area, and partners strive to work together to ensure it remains that way. The Community Safety Strategy for Herefordshire 2011-2014, lays out what has been achieved since the last strategy (2008-2011) by working in partnership. Nationally it is clear that the reduction of crime and disorder is a key priority for Central Government, and remains a priority for the local partnership in Herefordshire.

A review of local structures has resulted in changes to streamline Herefordshire's partnership delivery structure by amalgamating strategic boards to avoid duplication and improve efficiency and effectiveness. The duties of Herefordshire Community Safety Partnership (HCSP) are now delivered through the newly formed Herefordshire Partnership Executive Group (HPEG). This has been in effect for a year and clear benefits are being achieved through the involvement of a wider partnership approach.

Following the annual strategic assessment, Herefordshire Community Safety Partnership has identified the following priorities for 2012 - 2013:

- Integrated Offender Management (IOM)
- Alcohol Harm Reduction
- Empowered Localities
- Education (cross cutting theme)

This strategy provides detail for what we hope to achieve, whilst recognising that the challenges ahead have to be faced with less resources and reduced budgets.

HCSP is committed to working with Herefordshire's diverse communities in identifying and resolving issues that really matter to local people. Community engagement will be core to any work within community safety, as it is recognised that communities and the voluntary sector can contribute to not only identifying concerns but also to delivering long term solutions.

Herefordshire Community Safety Partnership (HCSP) is a statutory partnership committed to making Herefordshire an even safer place to live, work and visit. We have an excellent record of working in partnership and have seen continued reductions in crime and disorder; achieving a 13% reduction in recorded crime from 2007 / 2008 to 2010 / 2011. However, there is still more that can be achieved and with current budget and resource constraints, it is now more crucial than ever for partners to share resources, information and expertise.

The causes of crime, disorder and substance / alcohol misuse are complex and it is recognised that no one agency alone can tackle community safety. Whilst responsibility for commissioning adult substance misuse services will be officially transferred to Public Health in April 2012, HCSP will continue to have a key role in reducing drug / alcohol related harm. The group will continue to work across a wide range of agencies and partnerships and call on the support and commitment of all our communities to achieve this.

HCSP and Herefordshire Partnership have been restructured, which has led to an amalgamation of boards in order to streamline local business, avoid duplication, and reduce time spent attending meetings. The duties of HCSP are now delivered through the Herefordshire Partnership Executive Group (HPEG), and they will decide how to tackle crime and community safety issues that matter to local communities.

This document sets out key challenges and priorities for the future, and provides the strategic framework for members of HCSP. It is a statutory requirement for HCSP to produce and implement a strategic plan detailing how the partnership intends to reduce crime and disorder and work with communities to address their concerns. This plan which runs from 2011 - 2014 has been reviewed for 2012 / 2013, using evidence from the annual strategic assessment.

As a partnership, HCSP will see an exciting and challenging 2012 - 2013. Locally we will be preparing for the new Police and Crime Commissioner (PCC) who will be elected in November 2012. The Community Safety Duty specifies that the PCC must 'in exercising its functions, have regard to the relevant priorities of each responsible authority' referring to those named in the Crime and Disorder Act 1998 (Probation, Health, Local Authority, Police and Fire), further detail on the PCC and the priorities is provided later in the strategy.

HCSP will be working closely with Health on joint priorities and outcomes particularly around alcohol, substance misuse and education, ensuring services are joined up and resources are utilised effectively to support the most vulnerable people within our communities.

This strategy demonstrates our commitment to making a positive difference and ensuring Herefordshire remains one of the safest counties in the country.

3) National agenda

The reduction of crime, disorder and substance misuse continues to be a key priority for the Coalition Government. Due to Britain's current economic climate it is recognised that partners locally will face difficult decisions with reduced budgets and resources, whilst maintaining services to the most vulnerable members of society. The Coalition Government views Community Safety Partnerships (CSP's) as integral to ensuring resources and services meet the needs of the community at a local level. Effective CSP's can make a real difference, with partner agencies and members of the local community working together. HCSP is responding to this challenge in 2012 by ensuring the reduced community safety fund is focussed on activities and delivers on the priorities for HCSP and our local communities.

Reducing re-offending: In April 2010, it became a statutory requirement for CSP's to reduce re-offending, with clear guidance to ensure local partners are signed up to an Integrated Offender Management (IOM) model.

In the recent paper 'A New Approach to Fighting Crime' the Government clearly states the role of the CSP's in ensuring that offenders are properly targeted, victims are supported effectively, local public spaces are safe and that local operational partners on the ground are working together with Local Policing Teams. The Government seeks to minimise bureaucracy by reducing the number of targets and promoting decision making at a local level. Performance measures should reflect this and be communicated to the community in a meaningful way.

Police and Crime Commissioners: Police and Crime Commissioners (PCC's) are due to be elected in November 2012. Each police force will have a PCC, with Herefordshire coming under the jurisdiction of West Mercia. Unlike Police Authorities, PCC's will not be responsible authorities under the Crime and Disorder Act, rather under the Police and Social Responsibility Act 2011, there will be placed a mutual duty on PCC's and the CSP's responsible authorities to cooperate to reduce crime, disorder and re-offending. The PCC will be responsible and accountable for tackling crime at a local level, working alongside local partners and the public who will be able to raise any concerns with them directly. It is intended that the PCC's will commission services locally, with Central Government funding for crime and community safety programmes being devolved to them. The PCC will be supported by a police and crime panel which will comprise representatives from each council. Each council will have to provide one councillor to take a place and a minimum of two independent co-opted members will also be appointed. The role of the panel will be to hold to account, and assist the PCC in carrying out their duties. In the near future HCSP will work closely with the elected PCC to prioritise the issues that matter most to local residents.

2010 National Drug Strategy: The new strategy and impending models of care, 'Building Recovery in Communities' (BRIC), will ensure a holistic and multi agency approach to commissioned drug treatment in the county, promoting sustained recovery. Service user addiction problems should not be addressed in isolation, as it is necessary to consider other fundamental matters such as; general health, housing, employability matters, life skills, family support, lifestyle choices, education and training. One of the main

challenges will be to ensure key local agencies provide this whole multi agency 'team around the service user' approach to lead towards long term recovery. Recovery will be measured by the numbers leaving treatment free of their drug dependency and from 2012 / 2013, a proportion of funding will be allocated according to the number of successful treatments completed.

4) Local delivery

Herefordshire Partnership Executive Group (HPEG) is delivering on the responsibilities not only for HCSP, but for other partnership areas too.

This group is represented at a senior level, so they have a clear understanding of the issues facing the county and can deploy resources, shape future plans and influence resource allocation through joint evidence led commissioning.

4.1 Herefordshire Partnership Executive Group membership:

- Chief Executive of Herefordshire Public Services
- GP Consortium
- West Mercia Police
- Third Sector Board
- Hereford and Worcester Fire & Rescue Service
- West Mercia Probation Trust
- Business Board
- HALC (Herefordshire Association of Local Councils)
- DEFRA Agencies (DEFRA agencies are made up of the Environment Agency, Forestry Commission and Natural England)

4.2 Herefordshire Partnership Executive Group's statutory duties include:

- Convene a Community Safety Strategy Group with the responsible authorities working together to reduce crime and disorder (currently the role of HPEG). These will include:
 - 1) Local authority
 - 2) Police
 - 3) Police authority (represented by the police)
 - 4) Fire and rescue authority
 - 5) Primary Care Trusts
 - 6) Probation
- Prepare a strategic assessment on crime and disorder

- Produce a community safety partnership plan which lays out what the priorities are and how they will be addressed (reviewed annually)
- Consult and engage with the community
- Formulate and implement a strategy to reduce re-offending by both adult and young offenders (Section 108 of the Policing and Crime Act 2009)
- Prepare an information sharing protocol which must be signed by all responsible authorities. Amendments to the Crime and Disorder Act made through the Police and Justice Act 2006, introduced a duty on responsible authorities to disclose certain sets of depersonalised data at least quarterly
- Ensure that it has a committee with power to review or scrutinise decisions made; or other action taken and to make reports or recommendations (Section 19 - 21 of the Police and Justice Act 2006)
- Establish Domestic Homicide Reviews (DHR), as appropriate, (Section 9 of the Domestic Violence and Crimes Act 2004). This provision came into force on 13th April 2011

In addition to the above, Section 17 of the Crime and Disorder Act 1998 states that all “relevant authorities, which includes town and parish councils, have a duty to consider the impact of all their functions and decisions on crime and disorder in their local area”. All authorities must ensure that their organisation can show that crime and disorder issues have been fully considered in their strategic and implementation processes. The Crime and Disorder Act Review (2005) amended Section 17 (mainstreaming crime reduction) and made recommendations that ‘agencies must also take account of anti social behaviour and behaviour that adversely affects the environment and substance misuse’.

5) Review of activities for 2011 - 2012

In 2011 – 2012, HCSP has seen substantial reductions to the Community Safety Fund received from the Home Office. However, the HCSP has strived to ensure that funding is focussed upon activity and positive outcomes. Below are some of the activities achieved this year and which will be further developed into 2012 - 2013.

5.1 Alcohol Group

During this year the Herefordshire Alcohol Group has been developed to look at alcohol issues relating to the night time economy. Representation includes statutory organisations such as the local authority, police and public health but also representatives from the business sector, local colleges and the third sector. The group has recognised the need to ensure there is an educational programme available, in order to reduce long term alcohol related harm, which links into the Health and Wellbeing Board. HPEG has also recognised the need to develop and implement an education programme across the priority areas of community safety; therefore

education will be a key focus for the HCSP in 2012 - 2013. Alcohol harm reduction is seen as a key priority by both HPEG and the Health and Wellbeing Board with a joint action plan being developed.

5.2 Hereford Hospital A&E Database

The A&E Database continues to play an integral role in identifying trends and hotspots in the county and it has been utilised for the purpose of delivering needs led enforcement activity. Since April 2011, West Mercia Police (Herefordshire Territorial Policing Unit) has proactively used the A&E data to further promote the licensing objectives, develop patrol strategies and also target potential problem premises by early intervention with licence holders. Subsequently licence holders of several establishments have now reviewed their procedures. The database has also been expanded to incorporate additional fields; information on where the individual has spent the majority of their time is now recorded in order to establish incidents of pre loading behaviour.

5.3 Rogue Trader Awareness

HCSP, Herefordshire Council's Trading Standards, Community Protection Team and West Mercia Police ran a joint operation across the county in October 2011, targeting rogue traders and cold callers. The operation saw a number of different initiatives taking place throughout the month, which included community visits to hundreds of elderly and vulnerable residents to offer advice on rogue traders and cold callers.



5.4 Carer Handbook and Directory

Herefordshire Community Safety Partnership has developed a new Carer Handbook and Directory for carers of substance misuser's in Herefordshire. The comprehensive handbook, which was developed in partnership with carers from Family Drug Support, aims to support each carer by equipping them with up to date advice and information. It will help them to cope with and overcome some of the difficult situations they may be facing or which may arise in the future. It contains invaluable information on topics including the signs and symptoms of drug use, the different drug classifications, blood borne viruses, support services and harm reduction and overdose advice. The handbook is available from HCSP in an electronic format.

5.5 Belmont Pools

Belmont Pools is a good example of a project which has empowered a community to take responsibility. The project was developed in full partnership with the community, who helped to fund the purchase of Belmont Pools. The Pools, which were a venue for anti social behaviour, have been transformed into a fantastic green space which the community of South



Wye can use for recreational use, whether it's fishing, walking the dog or taking the family for a picnic. The project is managed by a steering group which works closely with the Friends of Belmont Haywood Country Park Group and Hereford and District Angling Association. Local communities are kept up to date with progress through regular newsletters and community meetings; the last meeting held in October 2011, saw over 70 people attend. The project has also utilised probation's Community Payback Team. This has meant offenders currently under probation supervision have been able to give something back to the community by working in the area; they also wish to do further work in the future.

6) Performance for 2011 - 2012

In March 2011, the HCSP, using evidence from the 2010 strategic assessment, identified new priorities for 2011 - 2012. The table below indicates the four priorities and strategic targets for Herefordshire, as well as the most up-to-date performance information on reaching these targets.

Priority and Performance Indicator	2011/12 Target	Data Source	Performance to 31/01/12
Priority 1: Integrated Offender Management (IOM) - including domestic abuse			
Reduce Prolific and Priority Offender (PPO) re-offending by 20% (was NI30)	To achieve a 20% reduction in offending from new PPO cohort identified on 01/04/11	Iquanta	Qtr 1 performance expected February 2012
Reduce repeat incidents of domestic violence to 30% by March 2012 (was NI32)	30%	MARAC Coordinator, West Mercia Police	82/200 = 41%
Increase the percentage of individuals exiting treatment drug free - opiate and/or crack users (OCU's)	30%	NTA/NDTMS	Qtr 1 outturn 41% (Qtr2 data awaited from public health)
Reduce all (total) recorded crime in Herefordshire by 1% in 2011 - 2012	9632	West Mercia Police HQ	8031
Priority 2: Alcohol and the Night-Time Economy			
Reduce number of assaults with less serious injury by 1% by March 2012 (NI20: proxy measure for alcohol related violent offences)	970 (Rate 5.41)	West Mercia Police HQ	798 (Rate = 4.45)
Priority 3: Empowered Localities			
Increase the number of people who feel safe in their local area	40%	WMP Crime and Safety Survey Q9	57%
Priority 4: Road Safety			
Reduce the number of people killed or seriously injured in road traffic accidents (recorded by calendar year)	100	West Mercia Police HQ	75

Note: There are additional local performance measures which will be monitored; some form the basis of baseline data which will be reviewed at the end of 2011 / 2012 with a view to becoming a strategic measure from April 2012. This information will be used to set new targets and performance measures for 2012 - 2013

7) Strategic review 2011 - 2012

7.1 Strategic assessment

It is a statutory requirement for HCSP to develop an annual strategic assessment, which has been used to inform this updated Community Safety Strategy. The strategic assessment is a large project in itself in order to provide a comprehensive evidence based document. Information is gathered from various sources such as survey results, data collection from partners such as police, probation, registered housing providers, local authority, courts, youth offending and third sector organisations. Desktop analysis brings together statistical data, local intelligence and community concerns. Consultation took place through surveys; Hereford and Worcester Chamber of Commerce sent them to local businesses; they were sent to parish councils, posted on the HCSP website and were completed with farmers at Hereford's livestock market. Survey information was also used from West Mercia Police as they complete quarterly surveys with residents. In the future it is envisaged that the community safety strategic assessment will be completed as part of the Joint Strategic Needs Assessment (JSNA) compiled for Herefordshire's Public Services, ensuring a more holistic approach is taken.

7.2 Emerging issues

The table below indicates the emerging issues identified through the strategic assessment with a summary of discussions that took place at the HPEG meeting in January 2012 in deciding the 2012 - 2013 priorities.

Emerging issues identified through the strategic assessment	Discussions and decisions on the priorities for 2012 – 2013
Integrated Offender Management (IOM)	As offending, crime rates and re-offending is a focus for HCSP, it was agreed that this needs to remain a priority for 2012 / 2013
Alcohol	It was agreed that alcohol should remain a priority but to change the wording from 'night-time economy' to 'alcohol harm reduction' in order to align closer working with public health
Empowered localities	It was agreed that this will remain a priority; the focus will be on moving the overall approach into locality working. It was also decided that this should include speeding, due to the number of concerns raised by communities through the strategic assessment

Road safety	Whilst it was recognised that this is important and a concern to many residents, the group felt that little value could be added to what is already in place. Partnership work in road safety is already being co-ordinated through the Safer Roads Partnership which oversees regional and local activity and delivery. The local authority's Transportation Team are currently developing the county's transportation plan which will also include road safety. The decision was taken to remove this as a priority although the monitoring of trends will continue to be reported to HPEG
Education / awareness	The need to educate people to raise their understanding of key community safety and related health issues which can impact on their quality of life, now and in the future was raised at the meeting. It was decided that this should be a new cross cutting theme for 2012 – 2013
Domestic abuse	Issues around domestic abuse were recognised as important; the group agreed that domestic abuse should continue to be reported through the IOM route

7.3 Priorities for 2012 - 2013 (year two)

It is therefore proposed that the priorities for 2012 – 2013 are:

Item	Priority	Lead Agency
Priority 1	Integrated Offender Management (IOM)	West Mercia Probation Trust
Priority 2	Alcohol Harm Reduction	West Mercia Police and Herefordshire Public Health
Priority 3	Empowered Localities	Herefordshire Council

8) Priority 1: Integrated Offender Management (IOM)

8.1 Why is it a priority?

In April 2010, Community Safety Partnerships were given a statutory duty to reduce re-offending. New maps, available online provide a local breakdown of re-offending. Over a 12 month period it measures the proven re-offending for all adult offenders who were released from custody, or who received a non-custodial conviction at court, a caution, a reprimand, a warning or who tested positive for opiates or cocaine.

The site shows that Herefordshire has a re-offending rate of 22.3% between April 2009 and March 2010. The number of MARAC cases heard in the 12 month rolling period to September 2011 was 197, 76 of which were repeats (39%). In the last 6 months alone (April to September 2011) this rose to a rate of 45% (101 cases reviewed with 45 repeats) which makes this the highest repeat rate compared to other areas within the West Mercia region.

8.2 Objectives:

- Reduce re-offending through effective partnership working
- Ensure that all offenders at high risk of causing serious harm and / or re-offending are 'in scope'
- Make better use of existing programmes and governance
- Ensure that repeat and vulnerable victims are adequately supported

8.3 How will we achieve this?

- Co-ordinate activity through the offending pathways:
 - Education, training, employment and voluntary work
 - Accommodation
 - Drugs and alcohol
 - Physical and mental health
 - Finance and debt
 - Children and families
 - Attitudes, thinking and behaviour
- Further develop a joint partnership approach to work with partners to target resources on those offenders most at risk of re-offending and / or causing harm to the community
- Establish a clear framework formulating the links between IOM and operational groups including, Domestic Abuse Forum, Multi Agency Public Protection Arrangements (MAPPA), Multi Agency Risk Assessment Conference (MARAC) and Prevent and Deter (P&D young people) in managing offenders and supporting victims
- Continue to work together to prevent young people from entering the Criminal Justice System by identifying issues at an early stage and offering appropriate support
- Work to reduce the number of repeat victims of domestic abuse

8.4 Delivery:

The lead for this priority is West Mercia Probation Service. The Integrated Offender Management Group (IOM) will bring together key partners responsible for delivering integrated offender management and reducing re-offending. This group will be accountable to HPEG.

8.5 Outcomes:

- A reduction in the prolific and priority offenders who re-offend
- An increase in offenders exiting treatment drug free
- A reduction in repeat incidents of domestic abuse cases reviewed at MARAC
- Maintain current low levels of overall recorded crime

9) Priority 2: Alcohol Harm Reduction

9.1 Why is it a priority?

The link between alcohol use and violence forms much of the policing response in many parts of Herefordshire, generally in the evenings and weekends.

There were 683 violence against the person with injury crimes in Herefordshire from 1st April to 9th November 2011, compared with 721 for the same period in 2010 (down 5.3%). However, there was a very slight rise in numbers in North Herefordshire compared to the same period in 2010.

A higher proportion of Hereford A&E attendances are due to alcohol-related assaults than any other area in the West Midlands (where data sharing arrangements are in place). It is also worth noting that 39% of domestic abuse offences were alcohol related in 2010 and there has been a small but steady increase in alcohol related violent offences since 2008. This will be a shared priority between HPEG and the Health and Wellbeing Board with the development of a joint Alcohol Harm Reduction Strategy.

9.2 Objectives:

- Educate and raise awareness of sensible drinking
- Reduce violent crime linked to alcohol consumption
- Contribute to a reduction in alcohol related assaults presenting at A&E
- Intervene early to prevent potential violent crime and disorder

9.3 How will we achieve this?

- Work with partners to co-ordinate strategic direction, resources and activities by the development of an integrated Alcohol Harm Reduction Strategy
- Early police intervention to prevent potential violent crime and disorder, through the use of Section 27

notices and increased police visibility before peak drinking periods

- Ensure safe dispersal from pubs and clubs using designated taxi ranks
- Educate and promote sensible drinking
- Work with businesses to promote the responsible sale of alcohol
- Ensure that conditions attached to new licences are enforceable and where possible review current licences to ensure enforceable conditions
- Visit premises to ensure the promotion of the licence objectives in order to reduce alcohol related incidents and admissions to A&E
- Support the Herefordshire Against Night time Disorder (HAND) scheme to take action against those behaving inappropriately or committing criminal activity, whilst setting up and supporting similar schemes in town centres across the county
- Work in partnership to identify and tackle hotspot areas through Multi Agency Tasking and Co-ordination (MATAC) meetings
- Work in partnership to prevent the sale of alcohol to those under age through test purchase operations throughout the year
- Maximise existing resources such as CCTV in preventing and detecting alcohol related disorder
- Co-ordinate multi agency activity 'strike days' to prevent and deter alcohol related crime, disorder and anti social behaviour

9.4 Delivery:

The lead for this priority on behalf of HCSP is West Mercia Police, working closely with Herefordshire Public Health and health providers, to ensure strategic drive and co-ordination to reduce alcohol related harm. Partners will also work to support public health to develop an Alcohol Harm Reduction Strategy that covers education, prevention, treatment and crime to ensure a holistic approach is taken to tackle alcohol problems across the county. This will ensure close links with HPEG and the Health and Wellbeing Board. The Herefordshire Alcohol Group will bring together key partners responsible for delivering actions on the ground by sharing resources, information and expertise and will be accountable to HPEG and the Health and Wellbeing Board.

9.5 Outcomes:

- A reduction in violent crime
- An increase in the number of people in our communities better educated on the consequences of drinking alcohol
- A reduction in the number of alcohol related assaults recorded by A&E (baseline year)

10.1 Why is it a priority?

The strategic assessment highlighted that further work is required to improve engagement with communities around community safety issues. If the Herefordshire Community Safety Partnership (HCSP) is to deliver effectively, we need to work with members of our community in both identifying and tackling issues. It is clear that there needs to be a change in culture to encourage communities to get involved in addressing these issues, as well as on the part of agencies to allow them to become involved. In order for communities to become involved, they need support from partners to feel empowered and to gain confidence to tackle issues which affect their quality of life.

As the local authority moves towards a locality model, HCSP will focus on embedding community safety into all locality working.

10.2 Objectives:

- Build the capacity of practitioners and community leaders, to work in communities to identify and implement local solutions to community safety issues
- Adopt a multi agency approach, including involving communities, in priority areas where community safety is highlighted as a concern
- Encourage communities throughout Herefordshire to become involved in making their communities feel safer

10.3 How will we achieve this?

- Raise awareness on community safety issues and deliver targeted training to practitioners and community leaders
- Capture good practice and ensure it is shared across Herefordshire
- Explore community solutions to community safety issues
- Ensure correct and up to date information is available within communities
- Ensure that communities know where and how they can report issues
- Deliver reassurance messages to targeted areas where people say they feel unsafe
- Work with partner organisations, communities and the voluntary sector to identify problem areas and implement local solutions to resolve local issues

10.4 Delivery:

The co-ordination of this priority will be through Herefordshire Council's Sustainable Communities Team, who will be accountable to HPEG.

10.5 Outcome:

- Improve the percentage of those who feel safe in their local area

11) Cross cutting themes

11.1 Education programme

When choosing priorities for 2012 / 2013, it was felt that education and prevention is crucial for long term success. Therefore it was agreed that partners will work together to develop a comprehensive education programme in relation to community safety. It is hoped that a sustainable educational programme which supports young people to make positive, informed decisions, will encourage them to look after themselves both physically and mentally, particularly the 18 - 24 age group who are at greater risk of being victims of crime. It is important that they understand topics such as substance misuse, alcohol related harm, sexual health, anti social behaviour, road safety issues for young drivers and even more widely the value of volunteering and environmental issues (Green Agenda). They need to know the potential impact these topics may have on not only their lives, but others too. In order to ensure long term sustainability, it is essential that professionals who are in contact with young people are also educated on these topics. Educating professionals will ensure they have a sufficient knowledge base to inform and educate young people on community safety issues. This will provide them with the confidence to challenge behaviour and attitudes and also sign post young people who are in need of further advice or specialist support.

It is envisaged that this programme will be delivered from primary schools through to further education establishments, in order to develop a cohesive and comprehensive education programme.

11.2 Substance misuse

Whilst drugs are not a specific priority, it is recognised that it is a cross cutting issue as it impacts across all priorities. A change of adult drug treatment provider in Herefordshire, drug policy and new funding models are all key issues which need to be managed to ensure drug treatment in the county continues to provide better outcomes for service users and their families.

The funding for adult drug treatment from 2012 onwards will be based partly on a payment by results model. Herefordshire adult drug treatment providers will need to deliver planned discharges drug free (no return to treatment within 6 months), to trigger a proportion of future funding from the Department for Health. Recent Home Office and Department for Health value for money research has identified that for every £1 spent on drug treatment in the county over the past 3 years, it resulted in a £5.97 saving to the community. By increasing the number of planned discharges drug free, there will be a corresponding increase in this value for money figure.

The local Health and Wellbeing Board will drive the change and will work closely with Herefordshire Partnership Executive Group in delivering reductions in substance misuse and ultimately crime in Herefordshire.

11.3 Communications strategy

We will use a variety of mediums to communicate our messages, including websites, regular email reports and media releases from statutory partners. HCSP continues to look at innovative ways to communicate for example using social networking sites.

Communities are consulted on key issues through questionnaires and community safety road show events across the county. The Empowered Locality Priority will encourage involvement from all members of the community including the voluntary sector and action will be focussed on areas of high concern. HCSP will consider fear of crime in all literature produced, offering reassurance that Herefordshire is a safe place to live, work and visit.

11.4 Equality and diversity

HCSP is committed to effectively serving all members of the community and ensure that actions and plans consider all groups and sections of Herefordshire's communities. The partnership have signed up to the Herefordshire Equality and Human Rights Charter and recognise that some people may experience discrimination and be disadvantaged because of their individual characteristics or social identity, including (but not limited to) their race, disability, gender, age, religion or belief, sexual orientation, gender reassignment, marriage or civil partnership. Equality and diversity issues will be considered when commissioning services in order to ensure that no group is excluded and to make certain that those who are most vulnerable and in need of help and support, are taken into account.

Preventing people from becoming victims and offering support to those who are, will be fundamental to all HCSP Priority Groups. The Herefordshire Equality and Human Rights Charter is available at: www.herefordshire.gov.uk/diversity.

For more information on community safety, please visit the Herefordshire Community Safety Partnership website: www.herefordshire.gov.uk/communitysafety.

12) Review date

HCSP will undertake regular reviews based on annual strategic assessments. This strategy will be refreshed in April 2013.

Assessment of risk						Mitigating actions			
Action Ref	Risk Description	Likelihood	Impact	Risk Score	Risk Owner	Action Description	Likelihood	Impact	Residual Risk Score
1	Limited performance improvement	3	2	6	HPEG	Regular performance reviews. Ensure tasking linked to performance and team activities.	2	2	4
2	Unable to deliver the plan due to reduced financial provision and / or reduction in staff	4	2	8	All partners	Proactively seek external funding and combine resources across partners. Regularly review budgets and prioritise actions accordingly. Up-skill existing staff to ensure they can cover.	3	2	6
3	Perception of crime different from actual crime figures	3	2	6	HPEG	Training, education and marketing campaigns. Empowered localities work with community leaders and representatives.	2	1	2
4	Duplication of effort on areas of community safety	3	2	6	HPEG	Ensure effective partnership approach to reducing crime, disorder and substance misuse.	2	1	2

5	Displacement crime affecting / impacting on areas of the county	2	2	4	All operational groups	Regularly monitor crime patterns / trends, prioritising resources.	1	1	1
6	Lack of community and / or partnership engagement	3	3	9	All partners	Ensure regular liaison and updating with partners.	2	2	4

Note: Likelihood of risk / action occurring and the impact it may have (1 – 5 scale: 1 = low & 5 = high). Likelihood x impact = risk score / residual risk score.

Appendix 13.2 Achievements to date since the 2008 – 2011 strategy

Since the last strategy, partners have continued to work together to reduce crime, disorder and substance misuse. This table highlights key areas of success from the period of 2008 - 2011.

Target / Measures	Outcome
To increase the numbers of people (Problematic Drug Users) in effective drug treatment by 6% by 2011	Currently on course to exceed target set by the National Treatment Agency (NTA)
Reduce the number of anti social behaviour (ASB) incidents reported to the police by 10% by 2011	A 15% reduction in ASB since 2007 / 2008 has been achieved
Reduce incidents of criminal damage by 10% by 2011	A 31% reduction in criminal damage incidents since 2007 / 2008 has been achieved
To reduce the number of people killed or seriously injured in road traffic accidents on Herefordshire's roads	The number of people killed or seriously injured has more than halved since 2007 baseline figures
Reduce all recorded crime by 8% by 2011	A 13% reduction in all recorded crime since 2007 / 2008 has been achieved

Appendix 13.3 Key successful projects since the 2008 – 2011 strategy

Specialist Domestic Violence Court (SDVC) accreditation and development

Herefordshire has worked in partnership to achieve SDVC accreditation status in September 2009. The aim of the SDVC is to increase the effectiveness of the judicial system in providing:

- Protection and support to the victims and witnesses of domestic abuse
- Appropriate sanctions to perpetrators
- To further increase co-ordination of agencies, including the Crown Court, involved in supporting victims and witnesses and dealing with perpetrators

As a result, Herefordshire now has dedicated court time to hear domestic abuse cases and practitioners involved with domestic abuse have all received training, which ensures victims receive the support they need.

Multi Agency Risk Assessment Conference (MARAC)

MARAC is held to ensure high risk victims of domestic abuse receive support from Independent Domestic Violence Advisors (IDVA) and other agencies such as police, health, registered social landlords, probation and many more as appropriate to the individual case.

This process offers support to the most vulnerable who are at risk of domestic abuse. Care plans are put in place to reduce the risks and dedicated support is given to the victim and their children.

Service User & Carer Involvement

Herefordshire Community Safety Partnership undertakes monthly service user involvement sessions at DASH (Drug Advisory Service Herefordshire) and annual meetings with carers to obtain their views on adult drug treatment services. Feedback and recommendations from service users are collated and reported to treatment provider managers and commissioners on a quarterly basis to inform service delivery. Results from both users and carers are analysed and incorporated into Herefordshire Community Safety Partnership's Adult Drug Treatment Needs Assessment. This ensures that adult drug treatment services are needs led and that service users and carers are involved in key aspects of decision making.

The Voice! magazine is a key outcome of service user and carer involvement. The magazine is produced by HCSP with contributions from drug users, carers and service providers and two editions are produced per year, with nearly 1000 copies being distributed.

Hereford Hospital A&E database

Hereford Hospital A&E department installed a new database during September 2010 which records information from individuals who present themselves into A&E with assaults and alcohol related injuries. The database also captures if the assailant was known to the victim and therefore has the ability to highlight issues of domestic abuse. A&E reception staff record this information in an anonymous format and include information about the incident, where it occurred, e.g. street, pub / club, home or school. The data produced has proved useful in tactical planning for partners, informing licensing decisions and identifying hotspots.

Targeted Action Against Graffiti (TAAG) campaign

Between November 2009 and April 2010, the TAAG campaign took place involving Herefordshire Community Safety Partnership, Amey, Herefordshire Council's Community Protection Team and West Mercia Police, as part of a reassurance project to remove graffiti from across the county. Graffiti hotspots were identified across Herefordshire, using information from the public with these areas promptly being cleaned. Face to face surveys were carried out during the campaign, with positive feedback from local people. To date, all of the areas have remained clean.

Multi Agency Tasking and Co-ordination Group (MATAC)

Through dynamic tasking and co-ordination of resources, the group aims to facilitate partners ability to work together to enable all organisations to achieve reductions in crime and anti social behaviour. This successful group tackles anti social behaviour by identifying emerging crime trends and issues that affect a community's quality of life and plan and deliver solutions. A wide range of partners attend monthly meetings and work together to resolve issues. This way of working has been highlighted as good practice and as a result the group is looking at how this model can inform work in localities, working closer with communities in identifying and resolving concerns that matter to them.

Motorcycle Rider Skills Day

Over the last three years, Herefordshire Community Safety Partnership has supported WHAM! (Worcester and Hereford Advanced Motorcycling) in funding and organising motorcycle rider skills assessment days. Over these assessment days, a total of 119 riders have received a free session to educate and improve their standard of safe riding, helping to reduce the number of motorcyclists involved in road traffic accidents. As a result 39 riders also signed up to receive further training with WHAM!



MEETING:	OVERVIEW & SCRUTINY COMMITTEE
DATE:	19 MARCH 2012
TITLE OF REPORT:	TASK & FINISH GROUP REPORT – ADULT SAFEGUARDING IN HEREFORDSHIRE
REPORT BY:	Task & Finish Group

CLASSIFICATION: Open

Wards Affected

County-wide

Purpose

To consider the findings arising from the Task & Finish Group – Adult Safeguarding in Herefordshire, and to recommend the report to the Executive for consideration.

Recommendation(s)

THAT:

- (a) **the Committee considers the report of the Task & Finish Group – Adult Safeguarding in Herefordshire, in particular its recommendations, and determines whether it wishes to agree the findings for submission to the Executive;**
- (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 has approved its response;**

Key Points Summary

- A scrutiny Task & Finish Review has been undertaken into Adult Safeguarding in Herefordshire.
- The findings and recommendations of the Group are contained in the attached report. The scope of the Review Group was limited to the consideration adult safeguarding within residential care homes. An additional Task and Finish Review that will consider adult safeguarding in the home is planned for inclusion in the Committee’s Work Programme. The principal conclusion from the Review is that there were no major concerns with Adult Safeguarding in Herefordshire. The Group did make a number of recommendations, which are contained in the report.

Alternative Options

- 1 The Committee can agree, not agree or can vary the recommendations. If the Committee agree with the findings and recommendations from the Review, the attached report will be

Further information on the subject of this report is available from: Lynne Renton
(Lead Officer for the Review) (01432 363916) or D J Penrose, Democratic Services Officer (01432) 383690

submitted to the Executive for consideration. It will be for the Executive to decide whether some, all or none of the recommendations are approved.

Reasons for Recommendations

- 2 This Committee commissioned a Task & Finish Group to look at Adult Safeguarding in Herefordshire. The Task & Finish Group has completed its task and its report is required to be submitted to this Committee for approval. The recommendations also set out how the report should be progressed in accordance with the Council's Constitution, if approved by the Committee.

Introduction and Background

- 3 On the 27 July 2011 this Committee commissioned a Task & Finish Group to look at Adult Safeguarding in Herefordshire. The Review has been undertaken and the resultant findings and recommendations are to be reported back to Committee for its consideration prior to being referred to the Council's Executive for consideration and approval.

Key Considerations

- 4 The Task & Finish Group considered the range of information put before it and its principal finding was that the Safeguarding regime and protocols were appropriate for the County. The Review Group also make a number of recommendations which are outlined in the report.

Community Impact

- 5 The Review links to the priority in the Corporate Plan of improving health care and social care and the long term outcome of improved intervention and support for older people and keeping them safe.

Equality and Human Rights

- 6 If the Committee agree with the findings of the Group the report will need to be considered by the Executive and, depending on their decision, any resultant revised policy and guidance will need to be assessed against the Equality Analysis and be reported to Cabinet.

Financial Implications

- 10 There are no financial outcomes as a result of the report, but the cost of undertaking any outcomes from the Review will have to be considered by the Executive, and met from within existing resources.

Legal Implications

11. The Council is required to take into account the changes to recent government guidance to which the review report refers. If the Committee and the Executive agree with the findings of the Group, legal input will be given to the resultant revised policy and guidance.

Risk Management

12. There is reputational risk if the Council does not operate a sound policy. The recommendations in the Review report should help mitigate this risk.

Consultees

- 13 As part of the Review interviews were held with DI Jon Roberts, West Mercia Police, Sarah Blake, CQC and Jackie Noble, Adult Safeguarding Service Manager.

Appendices

- 14 Task & Finish Group Report – Adult Safeguarding in Herefordshire Review (Appendix 1).

Background Papers

- 15 None.



Task & Finish Group Report

**Adult Safeguarding in
Herefordshire**

**For consideration by the Overview &
Scrutiny Committee – March 2012**

Adult Safeguarding in Herefordshire – Review Report

1 Background

1.1 On 27th July 2011 the Overview and Scrutiny Committee commissioned a Task and Finish Group to undertake a review of Adult Safeguarding in Herefordshire, and agreed a scoping statement for that review. The agreed terms of reference of the task and finish group were:

- How assessments are made about an individual's suitability for a placement (matching)
- How we assess that the organisation provides good quality care for their resident population
- If there are concerns about an organisation, what processes are in place to consider on-going assurances
- To review how Joint Commissioning Service proactively finds out whether there are problems within care homes

1.2 The full Scoping Statement for the review is set out in Appendix 1, together with a list of elected Members who served on the Group. The Task & Finish Group Members were Councillors JW Millar (Chairman), PH Bettington , WLS Bowen, C Chappell, K Guthrie , JLV Kenyon and GA Powell. Officer support for the Review was provided by Lynne Renton (Head of Safeguarding) and David Penrose (Democratic Services). The Group would like to thank all those who participated in the work of the Review.

1.3 Between July and December 2011 the group carried out research and convened meetings, interviews and a site visit to gather as much background information and seek as many views as was required to make recommendations. The Group were provided with a background information pack which included key regulations, examples of best practice and generic templates used by the integrated commissioning team when inspecting care homes.

2 Overview

2.1 This review considered the variety of mechanisms which contribute to assuring that vulnerable adults are safeguarded when in care homes. The key questions that have been addressed by the task and finish group are therefore:

- How many vulnerable adults are housed in Herefordshire?
- What constitutes the vulnerability of adults living in Herefordshire Care Homes: Disabled, Learning Disabilities, Elderly?
- What Care Homes are operating within the County, and for what designation of vulnerable adults are they offering services?
- How many resident vulnerable adults within the social care system are placed outside the County?

2.2 This report addresses these four key questions and sets out a number of recommendations.

3 Introduction

- 3.1 In November 2010 the Department of Health published 'A vision for adult social care: Capable communities and active citizens'. The report set out the overarching principles for adult social care and gives the context for future reforms. The document reinforces the Government's commitment to the local community being part of the safeguarding framework, playing its part in preventing, recognising and reporting neglect and abuse. The personalisation agenda whereby people make informed choices regarding the care they receive and are supported in maintaining choice and control in their lives is fundamental to people maintaining their autonomy. However, the safeguarding needs cannot be lost. There will be an even greater need in future to balance safeguarding against a person's rights to make decisions about how they live their lives.

4 Herefordshire Safeguarding Adult Board

- 4.1 The Herefordshire Safeguarding Adult Board provides the multi-agency strategic leadership for safeguarding adults in the County. The Board's work increasingly dovetails with the Herefordshire Safeguarding Children Board in order to ensure that robust safeguarding processes are in place across Herefordshire which adequately safeguard people from cradle to grave.
- 4.2 The Board's functions include:
- Multi agency policies and processes
 - Training strategies and delivery
 - Strategic planning
 - Developing inter agency relationships
 - Public and professional awareness
 - Performance management and Quality Assurance
 - Member agency compliance

5 Assurance Processes

- 5.1 NHS Herefordshire and Herefordshire Council (NHS/HC) have a duty to ensure all services commissioned by or on behalf of the organisation provide high quality care for the residents of Herefordshire, in order to give public and Board assurance with regard to the safety of people living in Care Homes in Herefordshire an assurance process has been developed.
- 5.2 The NHS Herefordshire and Herefordshire Council pre placement checklist gives assurance that the Care Home has robust governance arrangements in place (such as good recruitment processes, fire safety procedures etc) before an individual is placed within the Care Home. A check is also made with the Care Quality Commission (CQC) to enable commissioners to be aware of any concerns the CQC may have prior to placement. The NHS/HC Integrated Commissioning Team have developed a quality schedule which is included in each adult social care/health contract, whether the

service is provided by a statutory provider (such as Hereford Hospitals NHS trust) or an independent provider (such as a care/nursing home).

- 5.3 The Quality Schedule lays down expectations of quality service delivery from providers and a process whereby these expectations will be monitored by the Integrated Commissioning team.
- 5.4 Regular contract monitoring and assurance visits take place once a person is placed within a Care Home. Following each visit a report is submitted to the relevant provider and, should there be any areas for development, an action plan is requested, the progress of which is then monitored.
- 5.5 The work of the Integrated Commissioning Team in this area is supported by the Herefordshire Safeguarding Adults Framework, which outlines how all safeguarding concerns within provider services must be assessed. The principal aim is to commission high quality, safe services that meet the Partnership's quality outcomes and safeguarding responsibilities.
- 5.6 A monthly Risk Panel meeting takes place where Integrated Commissioning, CQC, Adult Social Care, 2gether NHS Foundation Trust, Wye Valley NHS Trust and West Mercia Police meet to develop remedial plans for any Care Homes where there are concerns regarding the quality of care delivered by Care Homes.

There are a range of information sources for detecting quality concerns:

- CQC Inspection Reports: The Contracts Team holds a database that will record the outcomes of CQC inspection reports. The database is populated with baseline information which will be the most recent reports for all providers across all care groups. This will then be updated as new inspection reports are released.
- Safeguarding Adults: The Quality Concerns Risk Panel will be informed by regular reports from both the operational safeguarding team and the safeguarding unit.
- Complaints: The Customer Experience Team will put in place processes to ensure that intelligence from complaints relating to quality concerns and relevant safeguarding concerns are fed in to the process.
- Critical Incidents: The organisation has a critical incident reporting process that covers all aspect of care. All incidents that highlight potential quality concerns will be referred to the Quality Concerns Risk Panel.
- User Feedback: The organisation will put in place processes to ensure that user feedback mechanisms are developed to feed into the monitoring process.
- Operational and Practitioner staff who through the course of their work, including statutory care management reviews or contract monitoring reviews, identify potential service quality concerns and poor outcomes for service users.

6 Adult Social Care commissioning

- 6.1 The Quality Schedule sets the standards by which quality should be evidenced and monitored in all contracts. The Schedule is placed in each contract to give explicit quality standards for services and enable Providers to be in a position to assess their own performance across the standards. It also serves to inform Providers how services will be assessed. Assessments take place at each assurance or contract monitoring visit. Each contract will clearly set out those aspects of the Quality Schedule that apply to that individual organisation.

7 Adult Social Care Inspection

- 7.1 The Care Quality Commission (CQC) is the independent regulator of health and adult social care services in England. In August 2010 the CQC inspected adult social care in respect of safeguarding adults and increased choice and control for older people. Two inspectors and an Expert by Experience visited Herefordshire for two weeks in August and September 2010 and interviewed a selection of staff, service users, carers and partner agencies to assess how well Herefordshire was delivering certain aspects of social care. The full CQC report was published by CQC on 26th November 2010, with the outcome that Herefordshire received a rating of adequate for both safeguarding adults and increased choice and control with an uncertain as to the Council's capacity to improve.

The report stated that:

- The Council made it easy to contact someone when people had concerns about abuse towards a vulnerable person.
- Messages about community responsibility for reporting concerns were having an impact, there were good signs of people recognising and reporting poor practice.
- A programme of core safeguarding training and briefings was available to staff and volunteers in social care to improve awareness of safeguarding.
- The council worked closely with local health partners to improve the quality of care.
- Citizens benefited from some universally available preventative services.

8 Key Questions

8.1 How many vulnerable adults are housed in Herefordshire?

The Review Group noted that as of the 30th June 2011, Herefordshire had 90 Care Homes registered with CQC operating within its borders with a maximum capacity of 1859 residents. Many residents within Herefordshire Care Homes are self-funding.

A total of 746 residents are living within these establishments who are funded either by Herefordshire Council or NHS Herefordshire.

Some residents who are funded by Herefordshire Council also have funded nursing care (fnc). Since 2001, people receiving nursing care in a care home have been entitled to the registered nursing care contribution (RNCC); a sum of money (fnc) is paid by the NHS to Herefordshire Council for the care provided by a registered nurse.

8.2 What designation of vulnerable adults are present in the County:

Type of Care Home	Number of Care Homes in Herefordshire	Residents Funded by:	Number of Residents
Learning Difficulty	38	Herefordshire Council	106
		NHS	0
Nursing Home	21	Herefordshire Council	214
		NHS	138
Personal care Residential	31	Herefordshire Council	288
		NHS	0

8.3 What Care Homes are operating within the County, and for what designation of vulnerable adults are they offering services?

There are Nursing Homes and Residential Homes within Herefordshire, as well as Care Homes that offer services for those with Learning Difficulties and Mental Health issues.

8.4 How many resident vulnerable adults within the social care system are placed outside the County?

There are 101 resident vulnerable adults placed outside the County (detailed at Appendix 2)

9 Interviews

9.1 West Mercia Police

The Group met with Detective Inspector Jon Roberts in order to discuss safeguarding issues that the West Mercia Police were involved with. Within the County, the police had one Detective Sergeant and a Detective Constable who were dedicated to adult safeguarding matters, and were based in two different locations in the City.

There was currently no legislative framework through which the police could directly work in adult safeguarding in the same way that there was in children’s safeguarding. West Mercia Police worked within five different models for adult safeguarding, and Herefordshire currently had the highest referral rate. This could be as a result of greater need in the County than in other areas, or through having effective processes in place.

The Group expressed concern that as there was an increase in the number of people in care, coupled with the changes in the police service as a whole, this was an area that should be kept under review.

Recommendations

- 1 That the Director (People's Services) satisfies herself that the resources available to the West Mercia Constabulary for adult safeguarding in the County are appropriate, and that they should be regularly reviewed.**
- 2 That partnership working between Herefordshire Public Services, West Mercia Police and other agencies would be improved if the teams were co-located in one building, and a team of dedicated staff were available to facilitate their operation.**

10 Care Quality Commission

- 10.1 The Review Group interviewed Sarah Blake, a local inspector from the Care Quality Commission (CQC). She assured the Group that the majority of the services that were provided by the Council were not causing any concern to CQC.

There was a concern that the ability of CQC to undertake an appropriate level of rigorous inspections was hampered by the limited number of inspectors that were employed by the Commission. This could become more of a concern as the CQC would become responsible for the inspection of GP out of hours services and dental practices.

11 Provider Forum

- 11.1 The Review Group attended a meeting of the Provider Forum which was set up for all care homes and nursing homes as a quarterly meeting with commissioners in order to share information and receive support regarding the processes in place for commissioning quality care. Safeguarding is now a standard item within this Forum. There was a lengthy discussion at which a number of concerns were raised by the providers.
- 11.2 One of the primary concerns expressed by members of the Forum was over communication between the Council and Care Homes. Care Home Managers did not feel that they were being apprised of Council safeguarding policy, and there was a need to have easier access to Council documentation. Whilst the safeguarding policies were available on the internet, the length and complexity of these documents did not make it easy to assimilate on-line, and any changes were not always communicated to providers.
- 11.3 There was also a general feeling that communication could be improved during safeguarding investigations.

Recommendations

- 3 That the communication processes between Adult Safeguarding and the Care Homes should be improved to make it more effective and easier for the providers to access documentation provided by the Commissioners.**
- 4 Care Homes should be provided with a copy of all relevant Council documentation on safeguarding. At present, this is only available in an on-line version.**

- 5 **That once an incident had occurred, and an investigation is underway, communications between Adult Safeguarding and Care Homes should be improved to provide the Home under investigation with an understanding of the process in hand.**

12 Care Home Visits

12.1 During the review, the Group visited two care homes in the County in order to be in a position to better understand the issues involved from the perspectives of both the residents and the Care Home providers.

12.2 The following issues were considered to be of particular benefit to the residents:

- Staff recruitment at one home did not focus on qualifications to the exclusion of other criteria, but on how individuals interacted with residents. Resident panels were involved in the recruitment policy.
- Dementia care was personalised and suited services to the needs of the resident. This approach had produced good results in individual cases. There were Dementia Champions in the home who were passionate advocates for the respect of residents and dignity of treatment within the home.
- That patients in specialist dementia units were free to walk around the unit, and carried memory boxes with objects that helped them to remember their past. The unit in question provided a peaceful environment, and the staff did not feel the need to routinely utilise drugs to improve patient wellbeing.

There were concerns over access to out of hours services for residents from local GP practices.

Recommendations

- 6 **That the recently introduced protective meal time policy whereby relatives were not admitted whilst residents were eating their meals should be fully appraised before being more widely used.**
- 7 **That a review of access to GP services, including out of hours services, should be undertaken by the Overview and Scrutiny Committee.**

13 Conclusion

13.1 The Review Group concluded that there were no major concerns with Adult Safeguarding in Herefordshire. This view is supported by the Chief Executive of the NHS West Mercia PCT Cluster, who has stated that Herefordshire has the best safeguarding system within the Cluster.

TITLE OF REVIEW:	SAFEGUARDING ADULTS
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SCOPING**Reason for Enquiry**

To ensure vulnerable adults from Herefordshire are safeguarded when looked after in care homes and those with nursing staff.

Links to the Community Strategy

The review contributes to the following objectives contained in the Herefordshire Sustainable Community Strategy, including the Council's Corporate Plan and other key plans or strategies:

This links to the priority in the Corporate Plan of improving health care and social care and the long term outcome of improved intervention and support for older people and keeping them safe.

Summary of Review and Terms of Reference**Summary**

This review is to consider the variety of mechanisms which contribute to assuring that vulnerable adults are safeguarded when in care homes

Terms of Reference

- How assessments are made about an individual's suitability for a placement (matching)
- How we assess that the organisation provides good quality care for their resident population
- If there are concerns about an organisation, what processes are in place to consider on-going assurances
- To review how Joint Commissioning Service proactively finds out whether there are problems within care homes

What will NOT be included

- CQC regulatory processes
- Domiciliary and extra care

Potential outcomes

To

- **That reporting to the board is achieved**
- **Information about safeguarding is available**
- **Improving the assurance process in order to provide residents of care homes within Herefordshire with a good quality of care.**
- **Improving the assurance process in order to ensure Herefordshire residents of care homes outside the County enjoy a good quality of care**

Key questions

To consider:

- **How many vulnerable adults are housed in Herefordshire?**
- **What designation of vulnerable adults are present in the County: Disabled, Learning Disabilities, Geriatric**
- **What Care Homes are operating within the County, and for what designation of vulnerable adults are they offering services.**
- **How many resident vulnerable adults within the social care system are placed outside the County.**

Cabinet Member (s)

Councillor PM Morgan (Cabinet Member, Health & Wellbeing)

Key Stakeholders/Consultees

- **Adult Safeguarding Board**
- **PCT Board**
- **Care Providers Forum**
- **Care Home Owners**
- **Officers – Integrated Commissioning**

Potential Witnesses

- **Residents and relatives**
- **Care Home Owners**

Research Required

- **Best practice in other Local Authorities**

Potential Visits

To

- **Care Homes**

Publicity Requirements

Launch of Review

During Review

Publication of the Review and its recommendations

Herefordshire Matters

Outline Timetable (following decision by the Overview and Scrutiny Committee to commission the Review)	
<i>Activity</i>	<i>Timescale</i>
Collect current available data for circulation to Group prior to first meeting of the Group.	
Confirm approach, programme of consultation/research/provisional witnesses/meeting dates	First meeting of the Review Group. Mid August
Collect outstanding data	
Analysis of data	
Final confirmation of interviews of witnesses	
Carry out programme of interviews	
Agree programme of site visits as appropriate	
Undertake site visits as appropriate	
Present interim report to Overview and Scrutiny Committee, if appropriate.	October 2011
Final analysis of data and witness evidence	
Prepare options/recommendations	
Present Final report to Overview and Scrutiny Committee	December 2011
Present options/recommendations to Cabinet (or Cabinet Member (s))	
Cabinet/Cabinet Member (s) response (Within 2 months of receipt of Group's report)	
Consideration of Executive's response by the Overview and Scrutiny Committee.	
Monitoring of Implementation of agreed recommendations (within 6 months of Executive's response)	
Members	Support Officers
Councillors: (Chairman of the Group)	Lead Support Officer Lynne Renton
Councillor JW Millar	Democratic Services Representative David Penrose
Additional members of the Group	Cllr PH Bettington
	Cllr WLS Bowen
	Cllr C Chappell
	Cllr K Guthrie
	Cllr JLV Kenyon
	Cllr GA Powell

MEETING:	OVERVIEW & SCRUTINY COMMITTEE
DATE:	19 MARCH 2012
TITLE OF REPORT:	TASK & FINISH GROUP REPORT – COUNCIL PROCUREMENT POLICY AND LOCAL BUSINESS AND LOCAL EMPLOYMENT
REPORT BY:	Task & Finish Group

CLASSIFICATION: Open

Wards Affected

County-wide

Purpose

To consider the findings arising from the Task & Finish Group – Council Procurement Policy And Local Business And Local Employment and whether to recommend the report to the Executive for consideration.

Recommendation(s)

THAT:

- (a) **the Committee considers the report of the Task & Finish Group – Council Procurement Policy And Local Business And Local Employment, in particular its recommendations, and determines whether it wishes to agree the findings for submission to the Executive;**
- (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 has approved its response;**

Key Points Summary

- A scrutiny Task & Finish Review has been undertaken into Council Procurement Policy and Local Business And Local Employment
- The findings and recommendations of the Review Group are contained in the attached report. The recommendations highlight in particular the importance of using the Proactis Procurement portal to increase the transparency of the procurement process and improving engagement with suppliers. They also comment on the management of contracts and the development of local capability and capacity to win contracts.

Alternative Options

- 1 The Committee can agree, not agree or can vary the recommendations. If the Committee agree with the findings and recommendations from the review, the attached report will be

Further information on the subject of this report is available from: N Webster
(Lead Officer for the Review) (01432 260601) or T Brown, Democratic Services (01432) 260239

submitted to the Executive for consideration. It will be for the Executive to decide whether some, all or none of the recommendations are approved.

Reasons for Recommendations

- 2 This Committee commissioned a Task & Finish Group to look at Council Procurement Policy And Local Business And Local Employment. The Task & Finish Group has completed its task and its report is required to be submitted to this Committee for approval. The recommendations also set out how the report should be progressed in accordance with the Council's Constitution, if approved by the Committee.

Introduction and Background

- 3 Procurement matters. The Council currently spends about £180m annually procuring goods and services. Efficient and effective procurement helps deliver good quality, value for money services, supplies and construction to the County. Savings realised can be used to fund corporate projects and priorities. Poor procurement practices including inadequate planning and contract failures can result in financial loss and damage to reputation. Poor tender specifications and procurement design may result in costly overruns and low quality contract performance.
- 4 The Council has stated that it is keen to support local business and employment and the aim of the review was to ensure that the Council and its Contractors were doing all that is reasonably possible to support local business and local employment through their procurement policies.

Key Considerations

- 5 The Task and Finish Group has considered the following key questions: What are the current procurement policies of the Council and its major Contractors?;What is the extent to which contracts are currently let to local business and local employment Are the procurement policies and practices communicated effectively both internally and externally and whether they are adhered to consistently? What is the legal framework governing procurement and is the most being made of the opportunity to encourage local business and employment? Are there any barriers that make it difficult for local businesses to submit tenders and if so what can be done to remove them? What measures are being taken to assist local businesses to submit tenders and secure contracts, whether these are effective and whether any additional measures that can be taken? How is the Council's success in meeting its aim to support local businesses and local employment measured and is this appropriate? What approaches are being taken by other authorities and seek to identify best practice?
- 6 The Group's findings are detailed in the attached report.

Community Impact

- 7 The findings and recommendations from the review link to the theme in the Corporate Plan creating a thriving economy and the long term outcome of growing businesses, jobs and wage levels. It also links to the theme of commissioning the right services and streamlined working practices. The report also considers the procurement practices of some of the Council's major partners.

Equality and Human Rights

- 8 If the Committee agree with the findings of the Group the report will need to be considered by

the Executive and, depending on their decision, any resultant actions will need to be assessed against the Equality Analysis and be reported to Cabinet.

Financial Implications

- 9 If the Committee agree with the findings of the Group the report will need to be considered by the Executive and, depending on their decision the cost of implementing any of the recommendations will need to be assessed. The Group does not consider that its proposals involve significant costs.

Legal Implications

- 10 The Group has had regard to the legal framework governing procurement practice.

Risk Management

- 11 There is reputational risk if the Council does not operate a sound policy. The recommendations in the Review report should help mitigate this risk. The potential risk has been highlighted to the relevant department to assess whether the risk warrants inclusion in the risk register.

Consultees

- 12 As part of the Review interviews were held with Mr J Argent – Chief Executive – Halo; Mr C Hall – Head of Highways and Community Services; Mr G Hughes – Director for Places and Communities; Mrs R Kinsella – Watchman in Chief – Amey, Mr D Powell – Chief Officer – Finance and Commercial Services; Mr A Savery – Property Services Manager Shaw Homes, Mr M Thomas – Account Director – Amey; and Mr G Woodman – Hereford and Worcester Chamber of Commerce. An open invitation was also extended to businesses to attend a meeting of the Group which was held in public.

Appendices

- 13 Task & Finish Group Report – (Appendix 1).

Background Papers

Council Procurement and Sandwell Businesses – Sandwell Council July 2010, Herefordshire Public Services Commercial Strategy, Paper from Chartered Institute of Purchasing and Supply – Using local suppliers, Paper from (former) Improvement and Development Agency (now Local Government Improvement and Development)- Developing Local Suppliers, Scrutiny Review of County Council Procurement with local Small and Medium Sized Enterprises – East Sussex County Council – November 2009

Task & Finish Group Report

**Council Procurement Policy and
Local Business and Local
Employment**

**For consideration by the Overview &
Scrutiny Committee – March 2012**

COUNCIL PROCUREMENT POLICY AND LOCAL BUSINESS AND LOCAL EMPLOYMENT

1. In July 2011 the Overview and Scrutiny Committee agreed to undertake a review of Council Procurement Policy and Local Business and Local Employment.
2. The Council has stated that it is keen to support local business and employment and the aim of the review was to ensure that the Council and its Contractors were doing all that is reasonably possible to support local business and local employment through their procurement policies.
3. The Committee commissioned a Task and Finish Group to undertake a review. The agreed terms of reference of the task and finish group were:
 - To consider the current procurement policies and practices of the Council and its major Contractors and the extent to which contracts are currently let to local business and local employment.
 - To consider whether the procurement policies and practices are communicated effectively both internally and externally and whether they are adhered to consistently.
 - To consider the legal framework governing procurement and whether the most is being made of the opportunity to encourage local business and employment.
 - To establish whether there are any barriers that make it difficult for local businesses to submit tenders and if so what can be done to remove them.
 - To consider what measures are being taken to assist local businesses to submit tenders and secure contracts, whether these are effective and whether any additional measures that can be taken.
 - To consider how the Council's success in meeting its aim to support local businesses and local employment is measured and whether this is appropriate.
 - To consider approaches being taken by other authorities and seek to identify best practice.
4. The full Scoping Statement for the review is set out in Appendix 1.
5. This report addresses the key questions from the scoping statement including comments upon a number of other related issues identified during the review and sets out a number of recommendations. The recommendations are consolidated at the end of the report for ease of reference.
6. The Task and Finish Group Members were Councillors A Atkinson (Chairman); A Bridges, J Hardwick; J Kenyon G Powell, and P Rone. Councillor A Sel don chaired several of the Group's earlier meetings prior to his appointment as Chairman of the Overview and Scrutiny Committee and replacement In November 2011 as Chairman of the Group by Councillor Atkinson. The following Officers supported the Review: N Webster Economic Development Manager (Lead Support Officer) S Carter, Head of Commercial Services and T Brown (Democratic Services).
7. The activity the Group undertook is set out at Appendix 2.
8. The Group would like to thank all those who participated in this review.

FINDINGS ON KEY QUESTIONS

What are the current procurement policies of the Council and its Major Contractors?

9. The Council's Commercial Strategy promotes a number of goals for procurement processes. The view is that efficient and effective procurement helps deliver good quality, value for money services, supplies and construction to the County. Savings realised can be used to fund corporate projects and priorities.
10. Poor procurement practices including inadequate planning and contract failures can result in financial loss and damage to reputation. Poor tender specifications and procurement design may result in costly overruns and low quality contract performance.
11. The Council has rules in place governing procurement to ensure that it is conducted fairly and accountably. The basic provisions are as follows:

Commitment Value		Action
From	To	
	£1,000	No formal quotation or tender but must demonstrate Value for Money.
£1,001	£10,000	Two formal quotations must be obtained
£10,001	£50,000	Three formal quotations must be obtained.
£50,001	EU	limit
Above EU limit		Formal tendering required.
		European Procurement rules to be followed.

12. One of the principal tools the Council is developing to manage procurement is the Proactis "e Tendering" portal. Suppliers can navigate to it and view the Council's advertised tender opportunities and register free of charge to 'express interest' in participating in relevant tender events. The Council can proactively alert suppliers to relevant tender opportunities. Suppliers submit tender responses electronically.

What is the extent to which contracts are currently let to local business and local employment?

13. A local supplier is defined for the purposes of this report as one based within the County based on postcode.
14. The Council currently spends about £180m annually procuring goods and services. The Group was informed at the outset of the review that based on an examination of

the contracts register and the Agresso purchasing system £50m of this expenditure is with local suppliers (27.8%). Of £875m of committed spend (the value of the unexpired portion of current contracts) £400m is with local suppliers (45.7%). Of the 853 contracts registered on the Proactis system, the Council's procurement portal, 351 were with local suppliers representing 47.4% of expenditure based on the Agresso spend from April to July 2011.

15. The approaches of 3 of the Council's partners: Amey (through the Council's Joint Venture Company Amey Wye Valley Ltd (AWV)), Halo Ltd and Shaw Homes Ltd are described below.

Amey Wye Valley Ltd

16. A breakdown of expenditure in 2010/11 by Amey Wye Valley is shown below

Total local spend	6,218,706.50
Payroll costs	7,327,732.76
Total local spend including payroll	13,546,439.36
Annual spend including payroll	24,596,932.60
Annual spend NOT including payroll	17,269,199.84
Local spend % of total spend.	55.07%
Local spend % of total spend not including payroll	36.01%

17. Whilst the Council can not demand that Amey use only local suppliers, any more than the Council itself could choose only to use local suppliers, the Council has sought to incentivise such use. Since 2009, the Managing Agent Contract has included a key performance indicator related to local spend. Negotiations on the current contract include the proposal to increase the target for local spend with suppliers. A key aim is to encourage Amey as a strategic partner and to develop capability in the County so that firms were chosen to supply goods and services not simply because they are local but because they were the best provider and could compete nationally.
18. The Group note the Chamber of Commerce's view that the local expenditure target is achieved largely through the highways and transportation sector of the business and

that the experience with Amey varied depending on which arm of the organisation was involved and at what level.

19. In return for some early payments by the Council, Amey has agreed to pay local suppliers within 20 days rather than 40-50 days so improving cash flow in the local supply chain.
20. The Group was informed that AWW believed that as a strategic partner of the Council it had a role to play in the economic development of the County, providing work opportunities and training, stimulating innovation and developing a sustainable approach in the County. Examples given included the development of an apprenticeship academy and provision of work experience.
21. The Group was also informed of an open morning held in November 2011 with its then current contractors to identify ways in which AWW could work better together and explored ideas for improved working, efficiency savings and potential for combined growth. AWW also held an open day in January 2012 supported by the Chamber of Commerce and the Council to work with new local suppliers.
22. The Group noted that Amey and the Council maintained separate lists of suppliers and that Amey did not use the Proactis System. Whilst the Amey Group has its own national procurement system the Group considers that there would be merit in Amey and the Council sharing information to improve service delivery.
23. The Group was also concerned that the analysis provided by Amey of the contracts that it let indicated that few big contracts seemed to be let locally. There was also a perception that Amey appeared to use the same contractors time after time and it was very difficult for a contractor to bid for a one-off job.
24. AWW commented that it made business sense for Amey to take advantage of its national presence in its procurement arrangements and this meant that it simply would not procure some things locally. Amey contracted with about 50 local businesses. There had to be some limit because it was necessary to provide a sustainable level of work for contractors. Firms needed to have some certainty of work over time to enable them to prepare a business plan and make the necessary capital investment.
25. Further observations on the Amey contract are set out in a later section of this report on value for money.

Halo

26. The Group was informed that Halo let very few contracts. The Council was responsible for major maintenance and replacement works. A lot of work was highly specialist and an in-house technical team carried out a lot of tasks. Halo had a number of long-term contracts with local builders with whom good working relationships had been developed.
27. It was acknowledged that Halo too had its own procurement system but suggested that there would be benefit, as with Amey, in sharing information.

Shaw Homes Ltd

28. The Group was advised that turnover in the County in 2010/11 was about £4.5m, with £2.7m spent on staff. Spend in the County on goods and services was about £1m. About 40% of this was with local contractors, the level varying from service to service. The Group was told that Shaw did seek to encourage Small and Medium Enterprises within localities. Its environmental management practices encourage use of local services and local sustainability. However, the big block contracts Shaw let could not be met by suppliers in the County.
29. It was noted that Shaw had recently won a contract in Camden. Camden and Islington had jointly produced a directory of contractors: I CAM, and as part of the tender process Shaw had been required to put forward proposals setting out how it would engage with local providers. Shaw considered a meet the buyer event organised by Camden had been particularly productive. Whilst this posed some issues in a rural county the possibility of locality events in the County was raised.
30. Shaw Healthcare has agreed that any Herefordshire based company that wishes to supply Shaw can leave their marketing collateral at their local Shaw operated residential care home. This will then be forwarded to the appropriate person at Shaw Head Office.

Town and Parish Councils

31. The Group has suggested that Town and Parish Councils might find it helpful to draw on the database of suppliers held on the Proactis system and that arrangements to share data with them should be explored. Commercial Services have informed local Councils of Proactis and its uses and offered a point of contact with a view to using the system or obtaining supplier information from it.
 - (a) **That the Council's Partners should, if possible, use the Council's Proactis system to advertise procurement opportunities and if this is not possible give a commitment to share information about local suppliers.**
 - (b) **That Parish Councils might find it helpful to draw on the database of suppliers held on the Proactis system and arrangements to share data with them should continue to be explored.**

Are The Procurement Policies And Practices Communicated Effectively Both Internally And Externally And Are They Adhered To Consistently?

Internal Communication

32. Until recently procurement within the Council was devolved to service areas with some 700 authorised signatories. The procurement function is now centralised under Hoople Ltd, the Shared Services Partnership. The aim is to achieve best practice throughout the procurement process. However, it is clear that at the moment there are inconsistencies.
33. Action is being taken by the central procurement team to address this issue. Whilst Service Areas continue to undertake their own procurement, the requirement that all

purchases are made through the Agresso system enables the central procurement team to manage procurement, with limits set for each relevant officer, to identify issues and seek to ensure that poor practice is not repeated. A procurement online toolkit for Council employees covers general issues to consider when procuring goods and services, provides a set of template documents, describes routes to market [e.g. Frameworks] and generally aims to enhance consistency of approach.

34. The Group considers it imperative to ensure a common approach across Directorates. Action should be taken to ensure that existing staff are equipped with the necessary skills/core competencies in relation to procurement and that generic training is available, rather than employing additional staff to monitor contracts.
35. The Group also identified that the role of Contract Monitoring Officers (CMO) set out in the Constitution requires review and clarification to ensure that there is a clear understanding of the role the CMO is expected to fulfil across Directorates
36. The Group was assured that lists of contracts being let were being maintained and that strong monitoring arrangements were in place for the Council's major contracts such as those with Amey, Halo, and Shaw, and the Waste contracts.
37. The Group considered that the Council's systems could be demonstrated to be more robust if lists showing the contracts let and who was responsible for monitoring them were maintained by each Directorate and held in a central location available to the relevant Director for inspection, with a formal review of the lists say every six months.
38. In relation to major contracts the Group is mindful of the potential for relationships between clients and contractors to become less challenging over time. It has suggested that greater transparency of the management of all the Council's major contracts might be achieved by periodic independent, external assessment, undertaking sample audits to verify whether or not the Council's assessment of the value for money of contracts and performance of these contracts is correct.

- (c) **That the role of Contract Monitoring Officers set out in the Constitution requires review and clarification to ensure that there is a clear understanding of the role the CMO is expected to fulfil across Directorates.**
- (d) **That lists showing the contracts let and who is responsible for monitoring them should be maintained by each Directorate and held in a central location available to the relevant Director for inspection, with a formal review of the lists say every six months.**
- (e) **That six monthly sample audits be undertaken, perhaps as part of the audit programme, to provide an independent, external assessment of the Council's major contracts to verify whether or not the Council's assessment of the value for money and performance of these contracts is correct, with a report subsequently submitted to the relevant Cabinet Member and the Chairman of the Overview and Scrutiny Committee.**

Engagement with Suppliers

39. The Group strongly believes that the Proactis procurement system provides an excellent means of managing procurement and improving engagement with suppliers. The only concern it has at the moment is about how best to encourage its use. The Procurement Team has been proactive in encouraging suppliers to register on the system. At the start of the review only some 500 businesses had registered out of a Small and Medium Enterprise (SME) base of some 8,500 firms. Whilst it is pleasing to see that over 1,000 firms are now registered it appears that there is still some way to go, although it has to be recognised that it is clearly very difficult to assess just how many businesses wish to be registered.
40. The Group emphasises the importance of communication with businesses to ensure that they are aware of Proactis and all who wish to do so are registered on the system. It considers all communication channels should be used to raise awareness. This would help increase competition and increase the opportunities for local businesses. The Group suggests that a communication plan should be prepared.
41. It is recognised that there is a temptation for staff, with no intended impropriety, to use tried and tested suppliers, and it is in some ways administratively easier to do so. The intention is that by the end of the financial year staff will need to demonstrate a good reason for not using Proactis. The Group considers Proactis needs to be embedded across the organisation. It suggests that to secure compliance by all those procuring services, consideration should be given to amending Contract Standing Orders to make it mandatory that all procurement above a threshold of £10,000 must be undertaken via the Proactis system unless a waiver not to do so is approved by the Commercial Services. Compliance with this requirement should be monitored and reviewed.
42. To assist in embedding the use of Proactis across the Council the Group proposes that the Commercial Services should make presentations to Directorate Management Teams and arrange awareness sessions for officers directly involved in using the system.
43. It was suggested that to encourage businesses to use Proactis the Council could include information to suppliers about Proactis when sending payments to them. This could emphasise the need to register on the system if firms wanted to be considered for contracts. The Group considered that this was more likely to receive attention from businesses than a flier.
44. The Group also noted that specific events had been run in relation to large capital schemes to seek to ensure that the major contractor appointed would consider letting sub-contracts to businesses within the County. It was noted that the way in which the Council's actions were reported in the press was not always helpful. The Group considers that the Council could publicise its use of local contractors more effectively.
45. The Group was informed that it had come to light in letting some recent contracts that some local suppliers were not adequately equipped to fulfil the requirements of the contract (for example health and safety). It considers there may be scope for the Council to raise business awareness and provide training and support to businesses to help them to equip themselves with the necessary skills.

46. In terms of publicising the Council's work with local businesses, and training opportunities etc, it is suggested that there is the possibility of including information in the Council tax leaflet.
47. The Herefordshire and Worcestershire Chamber of Commerce identified some concerns over the advertisement and promotion of contracting opportunities. This reflected the experience of Members of the Group within the Community.
48. The Group held a meeting open to the public that businesses were invited to attend to give the Group the opportunity to hear their experiences of the Council's procurement policies and practices.
49. The general perception of those who attended to submit their views to the Committee was that there was not a level playing field. Criticisms included: it seemed to be very difficult to become an approved supplier; contracts appeared to be let to the same suppliers time after time; and there did not seem to be information readily available on when contracts were up for renewal. It was also suggested that several businesses were wary of expressing their views about the Council's procurement processes and those of Amey fearing this would be to their disadvantage. Whilst this can not claim to be a scientifically representative view it is clearly significant.
50. This report has commented earlier on the way in which the procurement process has been dealt with by individual service areas, creating a fragmented and confusing picture. It has also outlined the drive to centralise the Council's procurement arrangements and make them more transparent, with the development of the Proactis procurement portal being a key part of this process.
51. The Group did discuss whether there was sufficient information on the Proactis system to enable clients to identify local contractors. There was some concern expressed to the Group that any additional measures seeking to direct clients to local contractors (for example separate listings for local firms and others) would be legally unsound.
 - (f) **That a communication plan be developed to raise awareness of the Proactis system to try to ensure that all businesses who wish to register on the system are registered.**
 - (g) **That Contract Standing Orders should be amended and it should be mandatory that all procurement must be undertaken via the Proactis system unless a waiver not to do so is approved by the Commercial Services.**
 - (h) **That compliance with the mandatory requirement that all procurement above a threshold of £10,000 must be undertaken via the Proactis system should be monitored and reviewed every quarter for one year and six monthly thereafter.**
 - (i) **That to support the embedding of the Proactis system across the Organisation annual presentations be made to each Directorate Management Team by Commercial Services and two awareness**

sessions arranged per year for officers directly involved in the use of Proactis.

What Is The Legal Framework Governing Procurement And Is The Most Being Made Of The Opportunity To Encourage Local Business And Employment?

52. The European Union Procurement Directives set out the law on public procurement. They are designed to open up the public procurement market and increase competition. Rules apply to purchases by public bodies above a set threshold. Contract opportunities must be advertised in the Official Journal of European Union (OJEU).
53. The Directives and Regulations are constantly changing (due to evolving European and domestic case law, new and revised directives and amendments to existing regulations).
54. One way that the Council encourages local suppliers to bid for and win contracts is through evaluation questions. Two such questions are shown below:
- “Describe how you would meet the availability and service requirements of the council, clearly showing how you would integrate the services to the Partners to provide a benefit and how you would address the **specific challenges posed by a rural environment**”. The words highlighted in bold allow us to assess qualitatively whether or not suppliers have the knowledge to tailor services specifically to our needs and so there is an inbuilt bias towards local organisations.*
- “Demonstrate how your cost base allows you to deliver the service we require at a competitive price and still make an acceptable profit”. This is a question biased towards smaller organisations as for certain services they can demonstrate that they do not have the same overheads as a larger organisation but still provide the quality of service required.*
55. No particular actions have been identified in relation to the interpretation of the legal framework that would provide additional opportunity to encourage local business and employment. Some observations on the application of the EU procurement rules are set out below.

Are There Any Barriers That Make It Difficult For Local Businesses To Submit Tenders And If So What Can Be Done To Remove Them?

56. The Group was advised that the biggest barrier for local businesses is their capability and capacity to win contracts, given the small size of the majority of local businesses and the demands of the contractual process.
57. The Group has been informed that there is recognition that the Council should review its Prequalification process to ensure that it is as straightforward as possible.
58. A number of concerns were expressed to the Group about the Council's interpretation of the EU procurement rules. The Group considers that the Council should be alert to any changes to EU procurement rules and benchmark it s

interpretation of these rules with peer authorities to ensure that any adverse effect on local firms is minimised.

59. For example, European Commission public procurement proposals of Dec 2011, COM (2011) 896" allows for the possibility to break down contracts into small lots of €500,000 or less as a means of encouraging SME's to bid. This paper is currently out for consultation.
60. Concerns were also expressed to the Group that the accreditations that the Council required for the supply of certain services were unnecessarily onerous. It was suggested there were examples of the Council ruling that a contractor was ineligible for a contract and the subsequent winner of the contract then sub-contracting to the contractor who had originally been unsuccessful.
61. However, the simple fact is that the majority of businesses within the County are micro-businesses employing fewer than 10 people looking to bid for contracts up to a value of £20k. The Council often lets contracts of a higher value which these firms do not necessarily have the resources to undertake.
62. The Joint Procurement Strategy recognises that Procurement can influence the local economy by, for example, encouraging the formation of local consortia which would then have the necessary capability and capacity to win Herefordshire Public Services contracts.
63. The Chamber recognises that if the business community is not of the standard/size and expertise and capacity to understand the contractual processes and resource the work to undertake them effectively it will not be successful in winning business from the public sector.
64. It is suggested that businesses need to recognise that they need to work together to win contracts, given the investment in time and capacity to meet the more demanding aspects of public sector contracts, compared to some private ones. At the moment it has to be recognised that some businesses will not seek public sector work because they simply can not afford to invest the requisite time in the process.
65. A further problem is posed by the generally accepted procurement practice across the Country, in both the public and private sectors, that a client such as the Council should not award a contract to a firm that would represent more than 30% of an individual firm's business. This could put the Council at risk of non-delivery. It also creates a risk for the supplier making them over dependent. The Council offered some flexibility on this point but it was a further issue related to the small size of most businesses in the County
66. The Group suggests that every effort be made by the Council to work with the Chamber of Commerce to seek to address this issue.
 - (j) **That the Council should be alert to any changes to EU procurement rules and benchmark its interpretation of these rules with peer authorities to ensure that any adverse effect on local firms is minimised.**

- (k) That the Council should review the accreditations required in its contracts for the supply of certain services to ensure that they are proportionate and not unnecessarily onerous.
- (l) That the Council consider how to raise business awareness and provide training and support to businesses to help them to equip themselves with the necessary skills to achieve the necessary accreditations that the Council's contracts generally require.
- (m) That a Plan be produced setting out how help will be provided to develop local capability and capacity to win contracts including encouraging the formation of local consortia or other means.

What Measures Are Being Taken To Assist Local Businesses To Submit Tenders And Secure Contracts, Whether These Are Effective And Whether Any Additional Measures Can Be Taken?

67. The Group has noted that several steps have been taken to try to assist local businesses. These include:
- Events organised by the Chamber of Commerce for local suppliers on the Council's strategy and how suppliers can position themselves to win business, briefings to suppliers on how to complete the first part of the two part selection process and on how to put together a successful bid once they are through the first part of the process planned for November. These have received very positive feedback. The Group has suggested that consideration be given to how to publicise these events to businesses who were not members of the Chamber.
 - A Supplier Relationship Management Programme is being developed to establish a relationship between the aims and goals of the Council and its suppliers.
 - The investment in ICT to encourage communication and involvement with suppliers e.g supplier portal, electronic auctions and contracts management. (This has been discussed in detail earlier in this report.)
 - A project to develop a "marketplace" as part of the roll out of one of its ICT systems. to allow officers to search on-line catalogues made available by local firms is ongoing.
 - Specific events have been run in relation to large capital schemes to seek to ensure that the major contractor appointed would consider letting sub-contracts to businesses within the County.
 - In letting sub-contracts for the development of the Edgar Street Grid Stanhope, the developer, will be required to engage with local contractors.
68. As referred to above some local suppliers are not adequately equipped to fulfil the requirements of some contracts, for example health and safety requirements. There is scope for the Council to raise business awareness and provide training and support to businesses to help them to equip themselves with the necessary skills.

How is the Council's success in meeting its aim to support local businesses and local employment measured and is this appropriate?

- 69. Reference was made earlier in the report to the targets for expenditure with local suppliers within the Amey Contract.
- 70. The commentary on the legal position noted the restrictions on favouring local businesses.
- 71. The Group does consider that it would be prudent to put arrangements in place to measure the amount of work let locally that is sub-contracted locally to ensure a true picture of local spend is captured.

(n) That arrangements are put in place to measure the amount of work let locally that is sub-contracted locally to ensure a true picture of local spend is captured.

What Approaches Are Being Taken By Other Authorities And Seek To Identify Best Practice?

- 72. The Council is represented at the West Midlands Regional Head of Procurement Group. The Head of Commercial Services has advised that the Council's practices are being developed in line with any good practice recommended by that Group.
- 73. The Group has also considered scrutiny reviews undertaken by East Sussex Council and Sandwell Council.

Value for Money

- 74. One of the key aims of effective procurement is to achieve value for money. The Group has considered this aspect of the Amey contract, in particular, at some length and continues to have concerns about this issue.
- 75. AWW's view was that there has been a measurable improvement and that there was public satisfaction. The Group was also made very much aware of the negotiation of the Managing Agent Contract in 2009 that resulted in a £1m saving per annum; the argument that rather than considering the cost of individual jobs, regard had to be had to the savings generated by the contract as a whole, with profits in some areas offsetting some loss making services; the resilience provided by the contract in maintaining a capability to respond to emergencies such as bad winter weather; and Amey's accreditation and emphasis on good environmental management, good safety provisions and the effective management of risk.
- 76. However, many Councillors including those on the Group share the perception that there are too many instances where local contractors could carry out works at less cost than Amey. Further work needs to be undertaken to test whether that perception is well founded or not.
- 77. The Group notes in particular the difference in the arrangements for provision of highway works and property services. It discussed whether there should be a

threshold below which contracts should not automatically have to be delivered through Amey.

78. The Group is mindful of the contract negotiations underway with Amey. It has recommended earlier in the report that periodic independent, external assessments be undertaken of major contracts.
79. The Group recognises that the current model of service delivery forms part of the current discussions. However, it urges that if the current model is maintained that the Council should have two Councillors on the Amey Wye Valley Board with full voting rights.
- (o) **That if the current model under the Amey Contract is maintained the Council should have two Councillors on the Amey Wye Valley Board with full voting rights**

CONSOLIDATED RECOMMENDATIONS

- (a) **That the Council's Partners should, if possible, use the Council's Proactis system to advertise procurement opportunities and if this is not possible give a commitment to share information about local suppliers.**
- (b) **That Parish Councils might find it helpful to draw on the database of suppliers held on the Proactis system and that arrangements to share data with them should continue to be explored.**
- (c) **That the role of Contract Monitoring Officers set out in the Constitution requires review and clarification to ensure that there is a clear understanding of the role the CMO is expected to fulfil across Directorates.**
- (d) **That lists showing the contracts let and who is responsible for monitoring them should be maintained by each Directorate and held in a central location available to the relevant Director for inspection, with a formal review of the lists say every six months.**
- (e) **That six monthly sample audits be undertaken, perhaps as part of the audit programme, to provide an independent, external assessment of the Council's major contracts to verify whether or not the Council's assessment of the value for money and performance of these contracts is correct, with a report subsequently submitted to the relevant Cabinet Member and the Chairman of the Overview and Scrutiny Committee.**
- (f) **That a communication plan be developed to raise awareness of the Proactis system to try to ensure that all businesses who wish to register on the system are registered.**
- (g) **That Contract Standing Orders should be amended and it should be mandatory that all procurement must be undertaken via the Proactis**

system unless a waiver not to do so is approved by the Commercial Services.

- (h) That compliance with the mandatory requirement that all procurement above a threshold of £10,000 must be undertaken via the Proactis system should be monitored and reviewed every quarter for one year and six monthly thereafter.
- (i) That to support the embedding of the Proactis system across the Organisation annual presentations be made to each Directorate Management Team by Commercial Services and two awareness sessions arranged per year for officers directly involved in the use of Proactis.
- (j) That the Council should be alert to any changes to EU procurement rules and benchmark its interpretation of these rules with peer authorities to ensure that any adverse effect on local firms is minimised..
- (k) That the Council should review the accreditations required in its contracts for the supply of certain services to ensure that they are proportionate and not unnecessarily onerous.
- (l) That the Council consider how to raise business awareness and provide training and support to businesses to help them to equip themselves with the necessary skills to achieve the necessary accreditations that the Council's contracts generally require.
- (m) That a Plan be produced setting out how help will be provided to develop local capability and capacity to win contracts including encouraging the formation of local consortia or other means.
- (n) That arrangements are put in place to measure the amount of work let locally that is sub-contracted locally to ensure a true picture of local spend is captured.
- (o) That if the current model under the Amey Contract is maintained the Council should have two Councillors on the Amey Wye Valley Board with full voting rights

TITLE OF REVIEW:	COUNCIL PROCUREMENT POLICY AND LOCAL BUSINESS AND LOCAL EMPLOYMENT
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SCOPING

Reason for Enquiry

The Council is keen to support local business and employment and the aim of the review is to ensure that the Council and its Contractors are doing all that is reasonably possible to support local business and local employment through their procurement policies.

The Joint Procurement Strategy recognises that Procurement can influence the local economy by, for example, encouraging the formation of local consortia which would then have the necessary capability and capacity to win HPS contracts.

Links to the Community Strategy

The review contributes to the following objectives contained in the Herefordshire Community Strategy, including the Council's Corporate Plan and other key plans or strategies:

The review links to the theme in the Corporate Plan of creating a thriving economy and the long term outcome of growing businesses, jobs and wage levels. It also links to the theme of commissioning the right services and streamlined working practices.

Summary of Review and Terms of Reference

Summary

To establish whether the Council's procurement policy and the policies of its major Contractors do all that they reasonably can to support local business and local employment.

Terms of Reference

- To consider the current procurement policies and practices of the Council and its major Contractors and the extent to which contracts are currently let to local business and local employment.
- To consider whether the procurement policies and practices are communicated effectively both internally and externally and whether they are adhered to consistently.
- To consider the legal framework governing procurement and whether the most is being made of the opportunity to encourage local business and employment.
- To establish whether there are any barriers that make it difficult for local businesses to submit tenders and if so what can be done to remove them.
- To consider what measures are being taken to assist local businesses to submit tenders and secure contracts, whether these are effective and whether any additional measures that can be taken.
- To consider how the Council's success in meeting its aim to support local businesses and local employment is measured and whether this is appropriate.
- To consider approaches being taken by other authorities and seek to identify best practice.

What will NOT be included

- The contracts the Council holds with its major Contractors such as Amey, except in so far as they relate to the particular focus of the review.

Potential outcomes

Procurement policies that are clear and as simple as possible and do all that is reasonably possible to support local business and local employment whilst complying with relevant legislation and delivering “best value” for the authority.

Improved local business confidence in the procurement policies of the Council and its Contractors.

An increase in the amount of work carried out by local businesses or by people employed locally

Key questions

- What are the current procurement policies of the Council and its major Contractors?
- What is the extent to which contracts are currently let to local business and local employment
- Are the procurement policies and practices communicated effectively both internally and externally and whether they are adhered to consistently
- What is the legal framework governing procurement and is the most being made of the opportunity to encourage local business and employment.
- Are there any barriers that make it difficult for local businesses to submit tenders and if so what can be done to remove them.
- What measures are being taken to assist local businesses to submit tenders and secure contracts, whether these are effective and whether any additional measures that can be taken.
- How is the Council’s success in meeting its aim to support local businesses and local employment measured and is this appropriate.
- What approaches are being taken by other authorities and seek to identify best practice.

Cabinet Member (s)

Councillor PD Price – (Cabinet Member – Corporate and Education)

Key Stakeholders/Consultees

- **Chamber of Commerce**

Potential Witnesses

- Chamber of Commerce
- Federation of Small Businesses
- Representatives from the Business Community who have a favourable view of the Council's procurement policies.
- Representatives from the Business Community who have expressed an unfavourable view of the Council's procurement policies.
- Cabinet Member
- Relevant Officers
- Any

Research Required

Current Policies, Practices and initiatives

Detail of to which suppliers contracts are currently let

Approaches of Other Local Authorities

Potential Visits

Not applicable

Publicity Requirements

Launch of Review

During Review

Publication of the Review and its recommendations

Herefordshire Matters

Outline Timetable (following decision by the Overview and Scrutiny Committee to commission the Review)	
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<i>Activity</i>	<i>Timescale</i>
Collect current available data for circulation to Group prior to first meeting of the Group.	By Mid August
Confirm approach, programme of consultation/research/provisional witnesses/meeting dates.	First meeting of the Review Group. By End August??
Collect outstanding data	By mid September

Analysis of data	By mid to end September
Final confirmation of interviews of witnesses	By End August
Carry out programme of interviews	By end September
Agree programme of site visits	n/a
Undertake site visits as appropriate	n/a
Present interim report to relevant scrutiny \Committee, if appropriate.	TBC
Final analysis of data and witness evidence	By end November 2011
Prepare options/recommendations	December 2011
Present Final report to Relevant Scrutiny Committee	16 January 2012
Present options/recommendations to Cabinet (or Cabinet member (s))	17 January 2012
Cabinet/Cabinet Member (s) response (within two months of receipt of Group's report)	By Mid March 2012
Consideration of Executive's Response by the Overview and Scrutiny Committee	As soon as possible after the response is received.
Monitoring of Implementation of agreed recommendations (within six months of Executive's response)	September 2012
Members	Support Officers
Councillors: A Seldon (Chairman of Task and Finish Group)	Lead Support Officer Nick Webster – Economic Development Manager
	Democratic Services Representative Tim Brown
	Other support Officers Steve Carter – Interim Head of Commercial Services
Additional members of the Review Group	

Activity Undertaken by the Task and Finish Group

Interviews

Mr J Argent – Chief Executive – Halo

Mr C Hall – Head of Highways and Community Services

Mr G Hughes – Director for Places and Communities

Mrs R Kinsella – Watchman in Chief - Amey

Mr D Powell – Chief Officer – Finance and Commercial Services

Mr A Savery – Property Services Manager Shaw Homes

Mr M Thomas – Account Director - Amey

Mr G Woodman – Hereford and Worcester Chamber of Commerce

“Open House” Meeting

The Group held a meeting open to the public that local small and medium enterprises were invited to attend to inform the Group of their experience of the Council’s procurement policies and practices.

Visit

The Group visited Amey’s offices to discuss Amey’s work.

Demonstration of the Proactis System (Procurement Portal)

The Group participated in a demonstration on how the Proactis system works.

Other Information considered

Briefing Presentation by Head of Commercial Services

Council Procurement and Sandwell Businesses – Sandwell Council July 2010

Herefordshire Public Services Commercial Strategy

Paper from Chartered Institute of Purchasing and Supply – Using local suppliers

Paper from (former)Improvement and Development Agency (now Local Government Improvement and Development)- Developing Local Suppliers

Scrutiny Review of County Council Procurement with local Small and Mediumm Sized Enterprises – East Sussex County Council – November 2009

MEETING:	OVERVIEW & SCRUTINY COMMITTEE
DATE:	19 MARCH 2012
TITLE OF REPORT:	TASK & FINISH GROUP REPORT – INCOME AND CHARGING
REPORT BY:	Task & Finish Group

CLASSIFICATION: Open

Wards Affected

County-wide

Purpose

To consider the findings arising from the Task & Finish Group – Income and Charging and whether to recommend the report to the Executive for consideration.

Recommendation(s)

THAT:

- (a) **the Committee considers the report of the Task & Finish Group – Income and Charging, in particular its recommendations, and determines whether it wishes to agree the findings for submission to the Executive;**
- (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 has approved its response;**

Key Points Summary

- A scrutiny Task & Finish Review has been undertaken into Income and charging, in response to a request from Cabinet in June 2011.
- There is a growing awareness that expenditure is able to be recovered through the application of Fees and Charges. Some fees and charges are effectively set by legislation, but many are a matter for local policy with a clear link to the budget process.
- The Council recovers a smaller percentage of its service costs through charges than do other Unitary councils. The review considered the extent to which a coherent charging policy can support service delivery and ensure that, where services remain subsidised, the reasons are clearly understood and articulated both within the council and in the wider community.

Alternative Options

- 1 The Committee can agree, not agree or can vary the recommendations. If the Committee agree with the findings and recommendations from the review, the attached report will be submitted to the Executive for consideration. It will be for the Executive to decide whether

Further information on the subject of this report is available from: D Powell
(Lead Officer for the Review) (01432 383518) or T Brown, Democratic Services (01432) 260239

some, all or none of the recommendations are approved.

Reasons for Recommendations

- 2 This Committee commissioned a Task & Finish Group to look at Income and Charging. The Task & Finish Group has completed its task and its report is required to be submitted to this Committee for approval. The recommendations also set out how the report should be progressed in accordance with the Council's Constitution, if approved by the Committee.

Introduction and Background

3. In June 2011 Cabinet invited the Overview and Scrutiny Committee to undertake a review to identify options for the development of budgetary policy to support further income generation.
4. There is a growing awareness that whilst all expenditure is, of necessity, financed from Council Tax, Government Grants, and redistributed National Non Domestic Rates; some of this expenditure is able to be recovered through the application of Fees and Charges. The role this facility and flexibility plays in the wider finance model for the Council needs to be better understood. Some fees and charges are effectively set by legislation, but many are a matter for local policy with a clear link to the budget process.
5. The Council recovers a smaller percentage of its service costs through charges than do other Unitary councils. The review considered the extent to which a coherent charging policy can support service delivery and ensure that, where services remain subsidised, the reasons are clearly understood and articulated both within the council and in the wider community.

Key Considerations

- 6 At the review's outset there was a need to understand how the rationale for setting fees and charges linked to service provision and how this fitted within the overall approach budget policy. The Task and Finish Group has considered a range of issues including the principles of charging and equity of charging and its transparency; the subsidy of services across the Council and the potential roles that traded services can play in generating income.
- 7 The Group's conclusions include that there needs to be clarity regarding any subsidy of services; value for money for the wider public in implementing service charges in the cases where service delivery costs and/or service delivery frequency is low, a challenge to current savings proposals where they include cost recovery through charging; and an understanding of the linkages between implementation overhead of new charging and any new or emerging service delivery models, e.g. where a 'smaller' Council becomes increasingly responsible for commissioning services rather direct service delivery.
- 8 The Group's findings are detailed in the attached report.

Community Impact

- 9 The findings and recommendations from the review have the following impact:
 - New, changed or increased charging will have some impact on sectors of the community; however these options must be seen to have been investigated if they have the potential to mitigate further cuts to front-line services.
 - Considering the impact on behaviour and outcomes of charging at different points in the chain of services across the integrated commissioning service area may further support improvements in health and social care.

- The removal of subsidies from council tax may enhance personal choice on discretionary spending and enable a more overt public perception of value for money realised at the point of delivery.

Equality and Human Rights

- 10 If the Committee agree with the findings of the Group the report will need to be considered by the Executive and, depending on their decision, any resultant actions will need to be assessed against the Equality Analysis and be reported to Cabinet.

Financial Implications

- 11 If the Committee agree with the findings of the Group the report will need to be considered by the Executive and, the financial implications assessed at that point. The Group considers that its proposals would contribute to an improved financial position.

Legal Implications

- 12 The Group has had regard to the legal framework governing procurement practice.

Risk Management

- 13 The Council's budget is supported by income. The policy on income and charging levels will need to play an appropriate part delivering the balanced budget. The Group's report will need to be considered by the Executive and, the risks assessed at that point, when the Executive considers its response to the report's findings and its recommendations.

Consultees

- 14 As part of the Review interviews were held with R Beavan-Pearson – Assistant Director – Customer Services and Communications, S Carter – Head of Commercial Services, R Morgan – Pricewaterhouse Coopers. Members of the Group investigated the following services and their findings have been made available separately to the Cabinet Member (Corporate Services and Education): Halo, Markets and Fairs, Pest Control and Residential Care and also produced a progress report on the quick win charging areas identified by Cabinet: immediate charge increases for Car Parks, School Transport & Pre-application advice for planning.

Appendices

- 15 Task & Finish Group Report – (Appendix 1).

Background Papers

Report to Cabinet- 30 June 2011 – Income Proposals and Charging Proposals, CIPFA guidance for establishing charges for full cost recovery, Audit Commission Report: Positively Charged- Maximising the benefits of local public service charges, Review by Sandwell Council – Setting Fees and Charges, and Review by Basildon Council – Fees and Charges.

Task & Finish Group Report

Income and Charging

**For consideration by the Overview &
Scrutiny Committee – March 2012**



TASK AND FINISH INCOME AND CHARGING REVIEW

Background

1. The Income and Charging Task and Finish group was established following the request from Cabinet in July 2011 for a group to comment on the Council's approach to fees and charges as part of budget policy.
2. There is a growing awareness that whilst all expenditure is, of necessity, financed from Council Tax, Government Grants, and redistributed National Non Domestic Rates; some of this expenditure is able to be recovered through the application of Fees and Charges. The role this facility and flexibility plays in the wider finance model for the council needs to be better understood. Some fees and charges are effectively set by legislation, but many are a matter for local policy with a clear link to the budget process.
3. The Council recovers a smaller percentage of its service costs through charges than do other unitary councils. This review considers the extent to which a coherent charging policy can support service delivery and ensure that, where services remain subsidised, the reasons are clearly understood and articulated both within the council and in the wider community.
4. The Overview & Scrutiny Committee commissioned a Task and Finish Group to undertake a review. The agreed terms of reference of the task and finish group were to:
 - Focus on the principles of charging and equity of charging.
 - Understand the subsidy of services across the Council looking at the top ten subsidised services and the justification for subsidy including to what extent the subsidies are linked to and supported by policy objectives.
 - Examine the current system of charging for these services and the nature of this system's link with service provision (including decrease in service use and any geographical trends) – provided data is available.
 - Assess of the effectiveness and fairness of current methods of charging.
 - Help to establish principles to support the development of additional charging schemes.
 - Investigate the potential roles that:
 - traded services could play in generating income; and
 - currently outsourced contracts and partnerships could play in further minimising costs.
 - Recommend any actions to deliver a more sustainable and effective system of charging

Overview

5. When Cabinet requested the review there was a need to understand how the rationale for setting fees and charges linked to service provision and how this fitted within the overall approach budget policy. The move towards greater integration of fees and charges into the overall service delivery and budget process was indicated by Cabinet when it agreed draft charging and trading principles back in July. These principles required:

- A consistent approach to full cost recovery and increased income generation to be achieved through the adoption of corporate charging principles. Also noting that implementation of income proposals should be supported and driven using a properly managed process with clear timescales and priorities.
 - The work already undertaken around traded services to schools had identified proposals totalling £1.9m, which related to existing income streams. Such services needed to be further developed to mitigate the risk of this income being lost due to external competition as academy status schools exercise newfound 'choice' by purchasing services from outside providers.
 - A medium-term aim was stated to develop an appropriate approach to extending the traded services model to provide a wider range of council services on a commercial basis.
 - A benchmarking comparison with other unitary authorities in the council's comparator 'family group' shows Herefordshire in the lower quartile in terms of income generation. Cabinet formed the view that this indicates there is scope to generate additional income to offset budget pressures and to reduce the level of subsidy provided.
6. The full Scoping Statement for the review is set out in Appendix 1, the key points being to:
- Review charging principles to ensure the Council can generate income in a balanced and equitable manner;
 - Gain sound understanding of the role that charging and income plays supporting strategic change programmes and improving performance;
 - Develop an understanding of the role that traded services that could operate on a commercial basis could play;
 - Review initial tranche of income generation projects to support council funding requirements and suggest potential projects.
 - Understand the level of subsidy by council tax payer for services across the Council
 - Establish whether there is appetite and scope to increase charges and if so where having regard to best practice authorities and the potential to extend charges to services not charged for.
 - Understand the extent to which the principles could be applied to supplier and partnership models, e.g. HALO and Amey.
7. This report addresses many of the elements identified within the original scoping statement; comments upon a number of other related issues identified during the review; and sets out a number of recommendations.

OSC investigations and the PwC RIO project

8. Following approval of the scoping statement for this investigation, the Group was informed that the Commercial Board had commissioned PricewaterhouseCoopers (PwC) to review the Council's income management by means of a 'Revenue Income Optimisation' (RIO) project. There was significant overlap with the task contracted to PwC and the remit of the Group. In addition PwC was incentivised with a 'value add' dimension to their work which made it important to retain clear lines of responsibility and action throughout.
9. The Group was advised that it was welcome to comment on the detailed work undertaken by PwC at suitable points in the project's delivery. This comment took the

form of a preview of PwC's presentation to the Commercial Board in December – resulting in further changes to PwC's revised wording of the draft charging principles and changes to the scoring matrix and weighting of the opportunity assessment framework.

10. The final PwC final report on the RIO project was presented to the Commercial Board on 14th February 2012 when the first 7 of the income generating projects recommended by PwC were signed off by the Commercial Board.. The group was briefed on PwC's recommendations afterwards, but would have welcomed the opportunity to make a greater contribution to specific charging investigations and in order to play a more active role. Comment on the RIO report and its contents is made elsewhere in this report.
11. In the interim, the Group therefore refocused its activities to investigate a number of areas where charges are already being made for council services; to consider the degree to which the draft charging principles were being applied in these instances; and to synthesise any learning of wider application from the implementation and administration of these charges.
12. The report to Council on the Draft Financial Strategy and Budget 2012/13 referred to the work being undertaken by the Group stating:

“This will influence the outcome of the PwC work and the council's medium term plan.”

The entry on Risk Management stated:

“Income: the council's budget is supported by income. The level of income receipt could be affected by factors such as the economic climate. The council's review of income and charging levels will need to play an appropriate part delivering the balanced budget.”

For the avoidance of doubt the Group wishes to emphasise that this refers to the work of the wider Council to which the Group is seeking to contribute. Whilst it stands by its own recommendations, the Group considers that responsibility for the effectiveness of any income and charging policy must rest with the Executive.

13. The review did not consider fees and charges outside of the Council's control.

Investigations

14. The Task and Finish Group Members were Councillors E Harvey (Chairman); A Atkinson, C Bartrum, M Cooper, A Hempton-Smith, J Hope MBE, M Hubbard and J Knipe.
15. The following Officers supported the Review: D Powell, Chief Officer Finance and Commercial Services (Lead Support Officer) G Evans, Management Accounts Manager (Hoople Ltd) and T Brown (Democratic Services).
16. As part of the gathering of evidence the group's members led research and information gathering in five areas:
 - Traded Services: Halo's provision of leisure services.
 - Large Service Cost: Residential Accommodation
 - Competing with private sector: Pest Control
 - Income generation: Markets & Fairs
 - 2011 “Quick Wins”: Car Parking, Planning, School Transport

The reports detailing the activity the Group undertook are set out at Appendix 2

17. As part of the task group's work programme evidence was provided by officers about how the Council consults on and implements its fees and charges regime; and also what enabling projects are underway to facilitate increased charging for services.
18. The Group would like to thank all those who participated in this review.

Considerations

19. As part of the overall linkage to budget policy, the Group concluded that there needs to be:
 - a) clarity regarding any subsidy of services;
 - b) value for money for the wider public in implementing service charges where service delivery costs and/or service delivery frequency is low ,
 - c) challenge to current savings proposals where they include cost recovery through charging; and
 - d) an understanding of the linkages between implementation overhead of new charging and any new or emerging service delivery models, e.g. where a 'smaller' Council becomes increasingly responsible for commissioning services rather direct service delivery.

Equity

20. The Group was keen to emphasize the impact that a rural community delivery setting may have on service costs, and to recognise that the issue of equity should be a key part in any implementation of charges.
21. Some services are more expensive to deliver into a rural location. The Council can use efficiencies/economies of scale achieved when providing the same service into a more densely populated setting to offset the cost of a rural provision, or may consider it is appropriate to reflect the true cost of service delivery in the more rural parts of the county.
22. This is more than a philosophical distinction – and requires that consideration of a 'fairness factor' associated with the charging structures i.e. whether services are discretionary purchases or essential/mandatory, some sorts of charges may hit people on lower income disproportionately, simply because the proportion of their income that is available to make discretionary purchases is much smaller than it is for the better off; also the fairness of charges to people living in urban areas subsidising services provided to people in rural areas needs considering.
23. If a decision is made not to recover the full cost of a discretionary service, then the local council tax payers' subsidy should be published as part of a transparent fees and charges policy - so that those in receipt of a service and those subsidising it are clear about the approach being taken.

Charging Principles

24. The Group examined the charging principles agreed by Cabinet in June 2011. Whilst there was general agreement about the principles' soundness and content it was felt that they should be more explicit about alignment with overall policy drivers and full cost recovery. The Group had a clear expectation that the charging principles, agreed in draft by Cabinet and rationalised by PwC with comments from the Group (see Appendix A and B), should be applied at the earliest opportunity when there is a review of existing fees and charges. The Group also wanted to ensure that any new fees and charges set by the council are accompanied by a clear explanation of how any such charges comply with the agreed principles and how they have been constructed.

25. These principles should be kept under review to ensure that they meet the needs of the authority and continue to reflect best practice in the wider local authority community.

Transparency

26. The budget policy would be greatly assisted by increased transparency around charges noting that the council should publish its fees and charges in a comprehensive corporate list. This would complement the current approach of providing individual lists for specific areas such as Planning.
27. The group noted that a schedule of charges would improve the public visibility and understanding of the council's approach to charges. The current variety and range of charges within services and across the Council should be reviewed with the intention of simplifying the structures, where possible – since the range and variation will make it complex (costly) to administer when improved online payment methods become available, negating much of the efficiencies they offer.
28. In addition, it was the group's view that the council lacked a rationale for setting and amending discretionary fees and charges across the council. In future there is also a requirement to be clear about which services are free at point of delivery, and why.
29. Councillors should have the opportunity to review and debate charges and charging policy. This will increase transparency and understanding of the charging rationale and should become part of the overall approach to policy development. This could form part of the annual budget process that would allow Overview and Scrutiny and full Council to debate any proposed charging decisions. In addition the Cabinet should make the case for charging as a means of achieving council objectives through encouragement of behaviour which is aligned with policy.
30. Public consultation on service charges and subsidy will widen public endorsement of the council's approach and help to guide decisions on the approach in 'grey' areas. The Council should ensure it has a thorough and consistent approach to communication on service charges, and should provide an appropriate degree of notice to service users ahead of making changes to charging structures so that people can modify their behaviour, consider alternatives or make the case for hardship – should this be necessary.

Commercial Approach

31. The group recommends that the Council look to other market sectors for examples of business models which match service areas internal to the council; e.g.
 - Planning application processing benchmarked against working practices in solicitors/accountants ... with charging a function of time taken to process the applications.
32. It will be important to recognise that efficient handling by staff is in the mix too but a more business-like approach to the use of officer time on these activities, as compared to more strategic, policy shaping or advice roles would improve revenues and through-put.
33. Planning in particular has significant future call on officer time coming from changes brought in by the Localism Act and Neighbourhood Planning – increasing the quality of applications by charging more for pre-application advice, will also then speeding application processing. Increasing still further planning application charges to better reflect the 'value' derived from their grant will improve the take-up of pre-application advice and will increase the recovery of the costs of this service provision from the subset of the county's residents who use it thereby also improving the department's ability to absorb more work with current staff levels.

34. A more joined-up review of where charges impact across organisational boundaries will assist in charges better contributing to policy delivery too:
 - School transport links to wider transport policy – using school buses to transport members of the public; putting on charged-for school buses for less than 3-mile journeys to prevent school journeys by car as part of wider Transport Strategy; etc.
 - Car parks linked to Locality agenda – recognise and reflect net revenue from car parks, not just quoting gross figures – so that running, maintenance and enforcement costs are properly considered ... i.e. identify service areas which should be accounted for as businesses reflecting all costs and revenues; seriously consider possibility of returning car park ownership to localities as income generating and behaviour changing mechanisms as part of wider service devolution debate.
35. The group recommends that staff receive the training and support necessary to assist them to behave in a commercial manner. Local government officers and front-line staff don't always have the expertise/skills to take a commercial approach to their activities.
36. The link between relevant management information and fees and charges was commented upon. This was a key issue given the need to be clear about subsidy levels. Whilst the soundness of the council's financial accounting process including its preparation of accounts was commented upon it was noted that the public sector bias in terms of information provision to support accounts and audit did not provide the detail and viewpoints necessary to run services as 'businesses'. A move to greater cost awareness and management accounting is necessary if the full cost of running a service was to be established and then managed effectively.
37. Service managers should, wherever possible, benchmark with the public, private and voluntary sectors not only the level of charges made for services but the costs of service delivery, levels of cost recovery, priorities, impact achieved and local market variations.
38. The Council should collect and use information on service usage by household and geography; the take-up of concessions; and examine the impact of charges on individuals to inform decisions relating to service devolution, service spread across the county and efficient operation in the context of the Locality agenda.

Systems

39. In order to develop a more systematic approach to charging the appropriate information management and charge handling systems and processes are required. This also covers improved ways to pay, linked to council tax account, via internet, via phone. This would help understand which demographic profile is buying what services and where in the county and also links to the Locality agenda.
40. The group felt strongly that council customers should be able to undertake transactions with the Council electronically and that the Customer Segmentation model should be robust enough to support this requirement.
41. A move to a better understanding of the cost base will greatly assist transparency and improve the internal management of charging in the Council. It will also ensure that effort is expended in monitoring and managing the services which have the greatest subsidy or incur the greatest overall cost to the Council. Properly configured management information systems will eradicate the existence of hidden subsidies within directorates.

Future Proofing

42. The growing impact of the Localism agenda will affect future approaches to charging. This, along with public rights to take on certain services currently under local authority control, was noted by the group.
43. The group also met with officers to confirm the approach taken to date, and to explore ideas for improving the approach to setting and amending fees and charges in future, and how that can play a role in cost reduction and also how best this could be communicated to the public.
44. The current budget policy framework is contained in the Medium Term Financial Strategy and includes a 2.5% uplift for inflation. This is a council-level budgetary assumption and should not be used as a matter of course to adjust service charges rather than to properly tailor charges to recover costs.
45. Charge benchmarking with respect to external, commercial service suppliers is also necessary to ensure that the council services are efficient, offer good value for money and to ensure that the council does not behave in an anti-competitive manner by using public funds to subsidise or undercut services in direct competition to those offered by local businesses.

Subsidy

46. Service Managers should ensure that the income from charges, and the level of subsidy this provides for service areas, are transparent for councillors and inform the decision-making process. The group looked at the issue of subsidy as part of its early work and interviewed relevant officers.
47. There needs to be a consistent approach to the issue of subsidy and in this context the Council may form a view that in some circumstances it does wish to provide a subsidy. Such an approach would be policy driven but must be able to demonstrate how it meets wider council objectives and should be very closely monitored to ensure it is delivering the intended effect.

Charging Segmentation

48. As part of the need for greater transparency in the policy framework the council should explain the context within which it might raise a charge for services or goods provided. These can be grouped into the following categories:
 - a) Within a mixed economy – where the council is one provider of a service or good that is also provided by others e.g. leisure services
 - b) Mandatory – where the level of charge is set by Central Government. Here the Council must ensure that its efficient delivery of the services keeps the cost of the service within the envelope of the service charges that are centrally set. Unless a service is agreed to receive a council tax payer subsidy.
 - c) Discretionary – where the council is sole or primary provider and has a discretion as to whether to charge or not, and the level of any charge, e.g. library charges, pest control, etc.
49. By bringing this level of clarity to charges Councillors will be clear about those service areas that are a matter for local discretion.

National and Local Context

50. As part of the overall gathering of evidence the group noted that since 2000, two pieces of legislation have sought to address the barriers to effective use of charging

by local authorities and give councils greater flexibility to charge for local services. The evidence is that only now the Council is exploring the freedoms and flexibilities provided by this framework.

- In Section 2 of the Local Government Act 2000 local authorities are provided with the power to do anything that they consider is likely to promote or improve the economic, social or environmental well-being of their areas. This could include introducing new discretionary services.
- In addition under section 93 of the Local Government Act 2003 local authorities enables them to charge as they choose to for discretionary services. This is as long as they are not prohibited by other legislation and they do not make a profit. The intention of this general charging power is to:

“encourage authorities to provide those sorts of services they would otherwise decide not to provide (or improve) at all because they cannot justify or afford to provide them for free or to improve them.”

51. Against this legislative background the Council should take steps develop its approach whilst being clear about the financial and non-financial contribution of charging makes to its strategic objectives.
52. Similarly if a subsidy is provided its rationale and level should be a matter of public record. In this way the public will be clear about the reasons for any differential charging arising from the policy.

Recommendations

1. Council consistently applies the principles for setting or amending fees and charges agreed last year and revised by this group and by PwC. These principles should be set out as part of the annual budget papers where the full schedule of fees and charges is included: any future presentation of the schedule to Members should include a covering report setting out how the principles have been met.
2. Any new charges or any changes to existing charges in excess of inflation, should be tested and reported against the Council's stated principles for setting or amending fees and charges. Over a period of time, not exceeding 18 months, all existing charges should be tested against the principles in order to provide a baseline for future review.
3. The Council should develop a consistent approach to engaging service users and taxpayers more in decisions about whether and at what level to charge for services; and questions should continue to be asked in consultations about services and wider engagement exercises to do with Council finances. As part of this engagement, the Council should describe the financial and non-financial contribution of charging and rationale for levels of subsidy for services to local people and make that available on its website and at service hubs and information centres.
4. Staff should receive the necessary training to behave in a business-like/commercial manner in developing and delivering upon council services
5. The appropriate finance mechanisms and tools should be made available to enable service costs and management overheads to be apportioned and managed effectively to ensure cost recovery.
6. Benchmarking should be undertaken to learn from commercial markets exhibiting functional or capability similarities to council services.
7. Enabling systems and tools should be in place to minimise the implementation and running costs of service charges and to ensure appropriate information about service use and user behaviour is captured to inform future planning and service delivery.
8. Services should be classified to distinguish between those that are Mandatory, Discretionary and Commercial to aid transparency and clarity for staff, councillors and the public.

Council Charging Principles (agreed by Cabinet June 2011)

- The council should (subject to market conditions) aim to maximise income from fees and charges by ensuring that charges reflect the full cost of provision, unless there are contrary policies, legal or contractual reasons.
- Decisions to subsidise services, or to not make a charge for a service should be clearly linked to council objectives, and the potential income that is not earned must be a consideration in the decision.
- Where the council continues to subsidise the cost of services provided to customers, the level of subsidy should be clearly understood by managers and members, and publicised.
- Service Managers should clearly understand the costs of their services including overheads, capital costs and the whole-life costs of new schemes when setting charges. Such costs should be applied on a consistent basis across the council.
- Service managers should undertake comparisons and benchmarking with relevant sectors in terms of charges made, cost of service delivery, levels of subsidy and market variations.
- Managers should implement full cost recovery for all chargeable services, subject to legal, strategy or market considerations, within a maximum of 3 years.
- Charges must be linked to both service and strategic objectives and must be clearly understood.
- The direct implications of charging for residents, and the indirect implications for public, private and voluntary sector partners should be clearly understood.
- Information on service users and research into non-users should be collected and used to inform future decisions for charging.
- Any concessionary scheme should be based on ability to pay and be applied in a consistent and transparent approach across all council services.
- Managers should actively consider the use of alternative pricing structures to take advantage of opportunities to segment markets, and to target and promote take up of services to specific target groups as appropriate to strategy objectives.
- The council should seek, where appropriate, to influence the charging policies of partner organisations engaged in delivering council services to align with council policies through robust commissioning arrangements.
- Consideration should be given to the cost and cash flow implications of charging. Wherever possible payment should be received in advance of the service being provided to reduce debt recovery action. Cost effective and efficient income collection channels should be in place.
- The council should aim to charge for all services where it is appropriate to do so, unless there are conflicting policies or legal reasons not to do so.

Revised Charging Principles (PwC + Income & Charging T&FG)

as at 15-December-2011

1. The council should (subject to market conditions) aim to maximise income from fees and charges.
2. Full cost recovery should be achieved by 2014, through effective fees and charges models, unless there are contrary policies, strategy, legal or contractual reasons. Consideration should be given to market conditions.
3. Decisions to subsidise services should be agreed by Cabinet, following a Service Manager led business case clearly linked to council objectives and outlining the level of subsidy being provided (full costs of service, including overheads, capital costs and whole life cycle). This information should be made available to the public domain.
4. Benchmarking and service comparisons should be undertaken, including Public, Private and Third Sector.
5. Service forecasts and impacts on service and non-service users should be utilised in fees and charges setting.
6. Any concessionary scheme should be based on ability to pay and be applied in a consistent and transparent approach across all council services.
7. Managers should actively consider the use of alternative pricing structures to take advantage of opportunities to segment markets, and to target and promote take-up of services to specific target groups as appropriate to strategy objectives.
8. The council should seek, where appropriate, to influence the charging policies of partner organisations engaged in delivering council services to align with council policies through robust commissioning arrangements.
9. Cost effective and efficient income collection channels should be in place. This includes all fees and charges being collected before a service is provided.

Comment:

Principle 2 should be reworded as follows:

“Full cost recovery should be achieved through effective fees and charges models, unless there are contrary policies, strategy, legal or contractual reasons. Consideration should also be given to market conditions

Comment on PwC Final Report on RIO Project

The Income and Charging Task & Finish Group wish to make the following comments regarding the final version of the report by PwC to the Commercial Board on the RIO Project.

The Group has not had sight of the detail contained in the business cases for the 7 Income Projects listed below, which have already been signed off by the Commercial Board:

1. Adult Social Care
2. Car parking
3. Advertising and sponsorship
4. Bereavement Services
5. Highways
6. Post 16 home to school transport
7. Environmental Health

However, the group makes the following comments:

In General: Generally it is not clear which income is associated with new service charges, which is existing revenue from existing services; and which is a stretch of revenue from existing revenue.

It is not clear whether PwC have created a comparator authority group which is a good match for Herefordshire, its economic make-up and its geography; or whether they have used the standard unitary authority comparator family group when comparing cost recoveries. Predicted revenues are therefore difficult to assess in terms of their credibility.

It is not clear whether the current and forecast future economic conditions have been considered by PwC in making their revenue generating predictions. Predicted revenues are therefore difficult to assess in terms of their credibility.

Returns on investment over 3 years vary greatly between project areas. The required investment does not appear to have been handled in a consistent fashion..

That differential charging should be considered as part of the charging principles

The group recommended that a report be made to the Overview and Scrutiny Committee in October 2013 setting out how much of the projected additional income has been achieved and reviewing the intended and unintended consequences of the implementation of new/additional charges.

Adult Social Care: The revenue projections for Adult Social Care in project (1) now appear to lag those already made in the budget for 2012-13, which raises risk and uncertainty regarding the budget assumptions and may require mitigating action.

Also that consideration be given to phasing in the increases for some adult social services to ensure that the possibility of adverse impacts on aspects such as safeguarding are minimised.

Car Parking: Insufficient attention has been paid to the recommendations made in the O&SC report concerning on-street parking in regard to project (2). If investment in car park infrastructure is under consideration it may make more sense to upgrade existing council car parks to become pay on exit. This would enable all car parks to become short and long stay according to the sliding tariff for their charges; would allow people to pay for the time

they use; and would allow use of car parks to be linked to other activities – use of Halo facilities, shopping in town, eating locally, etc.

The withdrawal of concessionary disks for over-65s needs further development and other options should be explored. Increasing the cost of the disks to, say, £2/week and increasing the handling fee would have produced significant revenue up-front and been better aligned to rural isolation; equality and transport policies.

That immediate action should be undertaken to ensure that car park passes issued to Councillors and staff are only used for Council business as intended.

Advertising & Sponsorship: That in seeking to generate income from advertising and sponsorship action criteria be put in place to ensure that the approach is appropriate to Herefordshire.

Other areas for consideration

The wide ranging nature of charging and income brought the group into contact with various parts of the council along with other organisations. The following appendix captures valuable insight that the project provided that may not have precisely matched the terms of reference.

- Planning was not an area within the PwC remit, but this Group considers it offers significant potential for further revenue generation both from pre-application advice and from post-application processing.
- Whilst not directly covered by the charging and income remit of the group's work it was felt that considering the lessons and business operation of websites like 'Last minute.com' may offer prospects to reduce the cost. This would be an alternative to increasing income from areas where people transition between hospital and home; or receiving respite care. A way of integrating information regarding short-term and last minute availability of beds in community hospitals and private care homes may allow them to be occupied for very short periods of time at much lower costs than under normal circumstances – especially as care homes need to operate with an assumed level of under-utilisation of their accommodation built into their fee structures.
- The flexibilities associated with the local management of business rates should be explored and a protocol produced to consider a 'local' dimension to the business rates to take account of increasing Locality priorities.

TITLE OF REVIEW:	Income and Charging
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SCOPING

Reason for Enquiry

The Council recovers a smaller percentage of service costs through charges than other Unitary councils. In addition, the current level and mix of service subsidy needs to be reviewed in the context of strategy and policy frameworks.

Given the financial challenge faced by the public sector, it is timely to consider best practice in other authorities and the latest research on the appropriate balance of council services. This is necessary to acquire broad consensus on the budgetary policy changes that are appropriate to Herefordshire in time for 2012-13 budget setting.

Links to the Community Strategy

The review contributes to the following objectives contained in the Herefordshire Community Strategy, including the Council's Corporate Plan and other key plans or strategies:

- New, changed or increased charging will have some impact on sectors of the community; however these options must be seen to have been investigated if they have the potential to mitigate further cuts to front-line services.
- Considering the impact on behaviour and outcomes of charging at different points in the chain of services across the integrated commissioning service area may further support improvements in health and social care.
- The removal of subsidies from council tax may enhance personal choice on discretionary spending and enable a more overt public perception of value for money realised at the point of delivery.

Summary of Review and Terms of Reference

This review is to consider the extent that a coherent charging policy can support service delivery and ensure where services remain subsidised the reasons and returns are clearly understood and articulated.

Terms of Reference

- **To focus on the principles of charging and equity of charging.**
- **To understand the subsidy of services across the Council looking at the top ten subsidised services and the justification for subsidy including to what extent the subsidies are linked to and supported by policy objectives.**
- **Examination of the current system of charging for these services and the nature of this system's link with service provision (including decrease in service use and any geographical trends) – provided data is available.**
- **Assessment of the effectiveness and fairness of current methods of charging.**
- **Help to establish principles to support the development of additional charging schemes.**
- **Investigate the potential roles that traded services could play in generating income; and that currently outsourced contracts and partnerships could play in further minimising costs.**
- **Recommendation of any actions to deliver a sustainable and effective system of charging**

What will NOT be included

- **Charging regime for Shared Services**
- **Areas where legislation does not support charging**

Potential outcomes

To

- **Review charging principles to ensure the Council can generate income in a balanced and equitable manner**
- **Gain sound understanding of the role that charging and income plays supporting strategic change programmes and improving performance**
- **Develop an understanding of the role that traded services that could operate on a commercial basis could play**
- **Review initial tranche of income generation projects to support council funding requirements and suggest potential projects.**

Key questions

To

- **Understand the level of subsidy by council tax payer for services across the Council**
- **Establish whether there is appetite and scope to increase charges and if so where having regard to best practice authorities and the potential to extend charges to services not charged for.**
- **To understand the extent to which the principles could be applied to supplier and partnership models, e.g. HALO and Amey.**

Cabinet Member (s): PHILLIP PRICE – Corporate Services and Education

Key Stakeholders/Consultees

- **Service users**
- **Business community (Chamber of Commerce and Federation of Small Businesses.**
- **Third sector**
- **General Public**

Potential Witnesses

- **Service users**
- **Business community**
- **Third Sector**
- **General Public**
- **Council Officers (including Service Mangers)**
- **PriceWaterhouseCoopers**

Research Required

- **Customer segmentation to help inform the development of charging and trading**
- **Data collection via CIPFA's data service.**
- **Benchmarking and policies from comparable local authorities.**
- **National studies on the impact of charging**
- **Additional Information Requested by Group on 28 September.**

Potential Visits

To

- **Comparable local authority to understand role income plays in service delivery**

Publicity Requirements

Launch of Review:	Press release and internal communications
During Review:	Internal communications
Publication of the Review and its recommendations:	Initial article and outcome of review Herefordshire Matters &/or press release

Outline Timetable (following decision by the Overview and Scrutiny Committee to commission the Review)

<i>Activity</i>	<i>Timescale</i>
Collect current available data for circulation to Group prior to first meeting of the Group.	
Confirm approach, programme of consultation/research/provisional witnesses/meeting dates	First meeting of the Review Group.
Collect outstanding data	
Analysis of data	
Final confirmation of interviews of witnesses	
Carry out programme of interviews	
Agree programme of site visits as appropriate	
Undertake site visits as appropriate	
Present interim report to Overview and Scrutiny Committee, if appropriate.	
Final analysis of data and witness evidence	
Prepare options/recommendations	
Present Final report to Overview and Scrutiny Committee	By Mid-December
Present options/recommendations to Cabinet (or Cabinet Member (s))	
Cabinet/Cabinet Member (s) response (Within 2 months of receipt of Group's report)	
Consideration of Executive's response by the Overview and Scrutiny Committee.	
Monitoring of Implementation of agreed recommendations (within six months of Executive's response)	September 2011 Review

Members	Support Officers
Councillors: (Chairman of Review Group) Councillor L Harvey	Lead Support Officer (Independent of the Service being Reviewed) David Powell - Chief Officer Finance and Commercial Services
	Democratic Services Representative(s)
	Other support Officers
Additional members of the Review Group	

Activity Undertaken by the Task and Finish Group

Interviews

R Beavan-Pearson – Assistant Director – Customer Services and Communications

S Carter – Head of Commercial Services

R Morgan – Pricewaterhouse Coopers

Investigations

Members of the Group investigated the following services and their findings have been made available separately to the Cabinet Member (Corporate Services and Education): Halo, Markets and Fairs, Pest Control and Residential Care and also produced a progress report on the quick win charging areas identified by Cabinet: immediate charge increases for Car Parks, School Transport & Pre-application advice for planning.

Other Information considered

Herefordshire Council Income and Charging Strategy

Report to Cabinet- 30 June 2011 – Income Proposals and Charging Proposals

Herefordshire Council: Revenue Income Optimisation – Project Initiation Document

Report by PricewaterhouseCoopers: Revenue Income Optimisation – Herefordshire Council Final Report

Schedule of charging areas

Central Overheads Allocation

CIPFA guidance for establishing charges for full cost recovery

Audit Commission Report: Positively Charged- Maximising the benefits of local public service charges

Review by Sandwell Council – Setting Fees and Charges

Review by Basildon Council – Fees and Charges

MEETING:	OVERVIEW AND SCRUTINY COMMITTEE
DATE:	19 MARCH 2012
TITLE OF REPORT:	OVERVIEW AND SCRUTINY WORK PROGRAMME
REPORT BY:	ASSISTANT DIRECTOR – LAW, GOVERNANCE AND RESILIENCE

CLASSIFICATION: Open

Wards Affected

County-wide

Purpose

To consider the Committee's work programme.

Recommendation(s)

THAT: the work programme as appended be noted, subject to any comments the Committee wishes to make.

Key Points Summary

- The Committee is asked to note its work programme and to note progress on the scrutiny reviews approved by the Committee in July.

Alternative Options

- 1 It is for the Committee to determine its work programme as it sees fit to reflect the priorities facing Herefordshire. Any number of subjects could be included in the work programme. However, the Committee does need to be selective and ensure that the work programme is focused on the key issues, realistic and deliverable within the existing resources available.

Reasons for Recommendations

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

Introduction and Background

- 3 An outline work programme only is appended for this meeting. This is because it is proposed to hold an away day to review the programme. The appendix also contains a chart showing progress to date on the six scrutiny reviews commissioned by the Committee in July. The following Task and Finish Groups are currently at work:

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

- Planning System Review – Development Control and the operation of the Constitution
- Safeguarding arrangements for Children

4 Reports from the following reviews appear elsewhere on this agenda:

- Council Procurement Policy and Local Business and Local Employment
- Income and Charging
- Safeguarding Adults
- Tourist Signing (Brown Signs)

5. The new Herefordshire Public Services Rolling Programme is also appended.

Community Impact

6. The topics selected for scrutiny should have regard to what matters to the County's residents.

Financial Implications

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

Legal Implications

8 The Council is required to deliver an Overview and Scrutiny function.

Risk Management

9 There is a reputational risk to the Council if the Overview and Scrutiny function does not operate effectively. The arrangements for the development of the work programme should help to mitigate this risk.

Consultees

10 Following initial consultation on topics for scrutiny with Directors and Members of the Cabinet, all Members of the Council were invited to suggest items for scrutiny.

Appendices

11 Overview and Scrutiny Committee outline Work Programme
Herefordshire Public Services Rolling Programme

Background Papers

- None identified.

INDEX TO OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME

(Please note this is an outline programme showing items currently listed and how they might potentially fit into the calendar of OSC meetings)

The following issues identified for consideration by the Committee in January have not yet been included: ICT Strategy, Performance Reports on Amey, Hoople and Waste Management, Legal Services Improvement Plan Monitoring, Operation of Hereford Futures.

The following issues also appear on the work programme but have not been scheduled: The Population, Management and Communication of the Forward Plan; accommodation programme, Children's health and wellbeing (a focus on Childhood obesity), community infrastructure levy, Tourism and the use of the River Wye, broadband, affordable housing, access to health; park and ride, variable speed limits within small distances,

Further proposals have been received from three of the Vice-Chairmen and are not included pending discussion at the proposed away day.

23 APRIL 2012 – 10 AM	
Education in Herefordshire	To consider the implications of national policy changes for the Herefordshire Learning Community. In particular to consider the changes as a result of the Academies Act and associated legislation and national changes, as well as the guiding vision and principles being developed for Herefordshire. (To be scoped)
National Health Policies	To ensure members of the Committee are up to date with the latest national initiatives and their implications.
Discussion with Wye Valley NHS Trust	
WYE Valley NHS Trust	To consider a report of a Task and Finish Group on the issues raised at the OSC meeting on 18 January
Discussion with Clinical Commissioning Group	
Development of Waste Facility	To consider the proposed development of a waste facility in Worcestershire under the Joint Waste Disposal Contract and express views to Cabinet in advance of Cabinet consideration.
Report of Task and Finish Group – Safeguarding Arrangements for Children	
Report of Task and Finish Group – Planning System	

Review	
MAY 12	
Amey Contract	
Report of Task and Finish Group on West Midlands Ambulance Service Trust	
Discussion with 2gether NHS Trust	To discuss current issues.
Discussion with a Specialist commissioning Team	To discuss current issues.
Local Development Framework	To give consideration to an analysis of responses to the latest round of consultation and the proposals in the LDF before consideration by Cabinet and Council.
Local Transport Plan	To review proposals in the Local Transport Plan in advance of their consideration by Cabinet.
Executive Responses to Task and Finish Reviews	
JUNE 12	
Discussion with West Midlands Ambulance NHS Trust	To discuss current Issues
Discussion with NHS West Mercia Cluster	To discuss current issues.
Executive Responses to Task and Finish Reviews	
JULY 12	
Discussion with Wye Valley NHS Trust	
Discussion with Clinical Commissioning Group	
SEPTEMBER 12	

Discussion with 2gether NHS Trust	To discuss current issues.
Discussion with a Specialist commissioning Team	To discuss current issues.
Discussion with West Midlands Ambulance NHS Trust	To discuss current issues.
Discussion with NHS West Mercia Cluster	To discuss current issues.
OCTOBER 12	
Discussion with Wye Valley NHS Trust	
Discussion with Clinical Commissioning Group	
NOVEMBER 12	
Budget And Emerging Options 2013/14	
DECEMBER 12	
Discussion with 2gether NHS Trust	To discuss current issues.
Discussion with a Specialist commissioning Team	To discuss current issues.
Discussion with West Midlands Ambulance NHS Trust	To discuss current issues.
Discussion with NHS West Mercia Cluster	To discuss current issues.
JANUARY 2013	
Medium Term Fanatical Strategy	
Discussion with Wye Valley NHS Trust	

Discussion with Clinical Commissioning Group	
FEBRUARY 2013	
MARCH 2013	
Discussion with 2gether NHS Trust	To discuss current issues.
Discussion with a Specialist commissioning Team	To discuss current issues.
Discussion with West Midlands Ambulance NHS Trust	To discuss current issues.
Discussion with NHS West Mercia Cluster	To discuss current issues.
APRIL 2013	
Discussion with Wye Valley NHS Trust	
Discussion with Clinical Commissioning Group	
MAY 2013	

Progress on Current Reviews

Review	Meetings	Comment
Council Procurement Policy and Local Business and Local Employment	<p>20/9</p> <p>14/10</p> <p>25/10</p> <p>9/11</p> <p>16/11</p> <p>7/12</p> <p>5/1/12</p> <p>13/1</p> <p>13/2</p> <p>16/2</p>	<p>Background documentation has been prepared and circulated to the Group. T Presentation received on current procurement arrangements.</p> <p>Meetings held with Chamber of Commerce, Halo and Shaw Homes, Director of Places and Communities, Chief Officer – Finance and Commercial. A public meeting also held to which local businesses were invited. Meeting held with Arney and visit undertaken.</p> <p>The Group's final report appears elsewhere on this agenda.</p>
Income and Charging	<p>28/9</p> <p>10/10</p> <p>24/10</p> <p>13/12</p> <p>1/3</p>	<p>Background documentation has been circulated to the Group and additional information requested.</p> <p>Scope of review was tightened following clarification on the timescale within which the Group needs to report. The Council commissioned a piece of work by PriceWaterhouseCoopers (PWC) covering ground the Group had proposed to cover. The Group therefore refocused its approach planning to analyse and comment on the work produced by PWC.</p> <p>A presentation was received from PWC and some initial comments submitted to the Commercial Board. Following receipt of the final PWC report the Group has completed its work to a tight timescale dictated by the need to submit its report prior to Cabinet's consideration of income and charging</p>

Review	Meetings	Comment
		<p>proposals on 29 March.</p> <p>The Group's final report appears elsewhere on this agenda.</p>
<p>Planning System Review – Development Control and the operation of the Constitution</p>	<p>22/9/11 10/10/11 18/10/11 14/11/11 12/3/12</p>	<p>Background documentation has been prepared, circulated to the Group and discussed.</p> <p>Arrangements made for visit to Planning Department to walk through the planning process.</p> <p>Further meeting held to discuss further issues contained in the scoping statement. Arrangements are being made for the Group to visit another planning authority. Results from the government's Planning Advisory Service questionnaire of services users is awaited. Initial drafting of the final report has commenced.</p> <p>Planning Advisory Services questionnaire results received and considered. Commenced final drafting of findings from the review.</p>
<p>Safeguarding Adults</p>	<p>21/9 21/10 21/11 2/12 26/01//12 19/3/12</p>	<p>Background documentation has been prepared and circulated to the Group.</p> <p>The scope of the review has been discussed and refined. The next meeting will seek the views of the Care Homes Providers Forum.</p> <p>Meeting to consider operational safeguarding</p> <p>Visits to Care Homes on Leominster and Lyonshall</p> <p>Interviews with CQC and Adult Safeguarding</p> <p>Meeting to discuss initial draft report</p> <p>Final report presented for consideration by O&S Committee elsewhere on this agenda.</p>

Review	Meetings	Comment
Safeguarding arrangements for Children	25/8	Background documentation has been prepared and circulated to the Group.
	15/9	Interviews held with Police and Heads of Service.
	14/10	Next meeting is to consider arrangements for looked after children.
	22/11	Review Group will meet with Foster Carers in Moor House
	8/12	Meeting with young people in care at Centre 18
	13/01/12	Meeting to discuss initial draft report.
		Meeting with teachers being arranged to get teachers viewpoint.
Tourist Signing (Brown Signs)	6/9/11	Background documentation has been prepared and circulated to the Group.
	29/9/11 (Site visit)	The terms of reference have been widened to include a review of guidance provided on temporary event signage and a review of temporary signage delivery.
	20/10/11	A site visit has been held for the Group to observe signing issues.
		Interviews are also being programmed.
	8/11/11	Further aspects considered and conclusions considered for drafting of the final report.
	21/12/11	A draft of the final report has been issued to the Group for comment. Depending on the views expressed the Chairman will decide whether a further meeting is required.
	5/3/12	Report presented to Overview &Scrutiny Committee but item deferred to 19/3/12. The Group's report appears elsewhere on this agenda.

HPS Rolling Programme

MEETING / BRIEFING DATE	CONSULT:	REPORT TITLE	PURPOSE	FINAL DECISION MAKER	DIRECTOR / LEAD OFFICER
Cabinet Council Committee Cabinet Member Briefing HPSLT Leaders Briefing	A&G Cttee Clinical Comm Grp H&WB Brd NHH Brd O&S Cttee Planning Cttee Regulatory Cttee SMT				
ALLOCATED ITEMS					
COUNCIL 02/03/12		Council tax setting	To agree the budget	Council B&PF	CO F&C
Council 02/03/12 HPSLT 24/01/12 LB 09/02/12		Pay Policy Statement	Pay Policy Statement	Council	DCE/John Gorman
Council 02/03/12		Local Government Boundary Review Report Community Governance Review	To agree a proposal for submission to the LG boundary commission	Council	Head of Governance
Council 02/03/12		Leader's Report	To agree revisions to the timetable for production of a policy framework item; and to provide an overview of the Executive's activity since the last meeting of Council.	Council	AD LG&R
AUDIT & GOVERN 09/03/12		Budget & Policy Framework items report			Head of Governance
Cabinet Member 15/03/12 HPSLT 21/02/12 LB 23/02/12	n/a	<i>Procurement of Services to support the delivery of Herefordshire's Yes We Can Plan for children and young people</i>	To seek approval to commit funding over £500k in the procurement of services for children and young people, in line with the priorities set out in Herefordshire's Yes We Can Plan and based on evaluation of current contracts, equality impact assessments and information from the Joint Strategic Needs	Key Decision Cabinet Member 15/03/12	DforPS / Chris Baird / Head of Children's Services Commission.

MEETING / BRIEFING DATE	CONSULT:	REPORT TITLE	PURPOSE	FINAL DECISION MAKER	DIRECTOR / LEAD OFFICER
Cabinet Council Committee Cabinet Member Briefing HPSLT Leaders Briefing	A&G Cttee Clinical Comm Grp H&WB Brd NHH Brd O&S Cttee Planning Cttee Regulatory Cttee SMT	The date of decision has been revised from February to March to allow for the tendering process to be completed	Assessment.		
Cabinet 29/03/12 LB 23/02/12		ICPR	To provide Cabinet with an overview of performance against the Joint Corporate Plan 2011-14	Cabinet	DCE / Jenny Lewis
Cabinet 29/03/12 HPSLT 20/03/12		Forward Plan update	To provide quarterly update on the Forward Plan	Cabinet	DCE
Cabinet 29/03/12		Budget Monitoring Report 2011/12	To receive the budget monitoring report.	Cabinet	DCE/ CO F&C
Cabinet 29/03/12 HPSLT 11/10/11 Plan. 01/02/12 Reg.	Public Planning Cttee Regulatory Cttee O&S Cttee?	Single Enforcement Policy	To introduce a new single enforcement policy to replace various area specific policies.	Cabinet	DforP&C / AD LG&R / Paul Nicholas
Cabinet 29/03/12 HPSLT 18/10/11 & 03/01/12 & 06/03/12 & 13/03/12 LB 10/11/11		Corporate Delivery Plan	For Cabinet to approve the 2012/13 Corporate Delivery Plan.	Cabinet	DCE/Jenny Lewis
Cabinet 29/03/12 HPSLT 21/02/12 LB 08/03/12 PCT Board March		Shared Services Update		Cabinet	CO F&C

MEETING / BRIEFING DATE	CONSULT:	REPORT TITLE	PURPOSE	FINAL DECISION MAKER	DIRECTOR / LEAD OFFICER
Cabinet Council Committee Cabinet Member Briefing HPSLT Leaders Briefing	A&G Cttee Clinical Comm Grp H&WB Brd NHSH Brd O&S Cttee Planning Cttee Regulatory Cttee SMT				
2012 Cabinet 29/03/12 LB 15/03/12		Fees & Charging Progress Report	To bring Cabinet up to date on current position on the review of fees and charges being delivered by Price Waterhouse Cooper (PwC). The report also provides a summary of the progress for income areas as well as the links to the Overview and Scrutiny Committee task group.		Chief Officer – Finance & Commercial
Cabinet 29/03/12 HPSLT 28/02/12 CMB 01/03/12 LB 08/03/12		Compulsory Purchase Order Overross Farm	To seek Cabinet approval to resolve to CPO for the property known as 2 Overross Farmhouse, 26 Overross Farm, Ledbury Road, Ross-on-Wye, under powers contained in Section 17 (1) (b) of the Housing Act 1985 as amended, and the Acquisition of Land Act 1981 and all other enabling powers for housing purposes.	Cabinet	DforP&C/Jane Thomas
Cabinet 29/03/12 LB 15/03/12		Root and Branch Review Report		Cabinet	DCE
Cabinet Member 05/04/12		Dedicated Schools Grant 2012/13	For the Cabinet Member to approve the school budgets for 2012/13. This is an annual non key Cabinet Member decision. Decision delayed by 2 weeks because at Schools Forum on 24 February, they requested further information re the Schools Budgets which will delay the Cabinet Member Decision. (C.Marshall 29 Feb)	Cabinet Member decision	DforPS / Malcolm Green
CABINET 19/04/12 HPSLT 06/03/12 LB 22/03/12	O&S Feb/March 2012	Vision for Education - renamed Guiding Principles for the Herefordshire Learning Community (the decision date has moved to April as currently carrying	To agree the guiding principles for a council perspective to agree the steps to turn guiding principles into action. <i>This has been removed from the Forward Plan as it is an important decision but not a key decision.</i>	Cabinet	DforP&S

MEETING / BRIEFING DATE	CONSULT:	REPORT TITLE	PURPOSE	FINAL DECISION MAKER	DIRECTOR / LEAD OFFICER
Cabinet Council Committee Cabinet Member Briefing HPSLT Leaders Briefing	A&G Cttee Clinical Comm Grp H&WB Brd NHHSH Brd O&S Cttee Planning Cttee Regulatory Cttee SMT				
Cabinet 19/04/12 HPSLT 28/02/12 LB 29/03/12	(possibly move to May?)	<i>out consultation</i> Herefordshire Community Safety Strategy (changed from Community Safety & Drugs Partnership)		B&PF Council 20/07/12	DforP&C / Richard Gabb
Cabinet 19/04/12 HPSLT 18/10/11 LB 27/10/11		Older People's Strategy – renamed Vision for Adults in Herefordshire (moved to April to carry out consultation).	The vision for Adults in Herefordshire will be significant in informing future service planning across the county, giving a clear message to citizens, staff and stakeholders of the way in which we the council wish to work with residents of Herefordshire, particularly vulnerable adults. Cabinet is asked to approve the vision. <i>This has been removed from the Forward Plan as it is an important decision but not a key decision.</i>	Cabinet	DforPS
Cabinet 19/04/12 HPSLT 11/10/11		Future direction of Public Health	Transformation plan	Cabinet	DofPH
Cabinet 19/04/12 HPSLT 06/03/12 LB 08/03/12		Herefordshire & Shropshire Joint Housing Strategy	To agree a joint housing strategy with Shropshire	Cabinet	DforP&C / Richard Gabb
CABINET 10/05/12					
Cabinet Member 24/05/12 HPSLT 11/04/12 LB 19/04/12	n/a	<i>Procurement of services to support the delivery of Herefordshire's Adult Services</i> The date of decision has been revised from February	To seek approval to commit funding over £500k in the procurement of services for Adults in line with the Service Plan and based on an evaluation of current contracts, equality impact assessments and information from the Joint Strategic Needs Assessment. Decision planned for 15/03/12, but delayed due to complexity of contracts (C. Marshall 15/02/12)	Key Decision Cabinet Member 24/05/12	DforPS / Chris Baird / Interim Programme Director, Adult Social Care

MEETING / BRIEFING DATE	CONSULT:	REPORT TITLE	PURPOSE	FINAL DECISION MAKER	DIRECTOR / LEAD OFFICER
Cabinet Council Committee Cabinet Member Briefing HPSLT Leaders Briefing	A&G Cttee Clinical Comm Grp H&WB Brd NHS Brd O&S Cttee Planning Cttee Regulatory Cttee SMT				
		to March to allow for the tendering process to be completed			
ANNUAL COUNCIL 25/05/12		Appointments to Committees (possible changes)		Council	
HPSLT 24/01/12 LB 26/01/12 A&G cttee 09/03/12		B&PF items	To review the current list of budget and policy framework items in the Council's constitution.		AD LG&R
Annual Council 25/05/12		Annual Leader's report			
Annual Council 25/05/12		Report on B&PF items	Report on the review of the current list of budget and policy framework items in the Council's constitution.		DCE / AD LG&R
Annual Council 25/05/12		Annual report O&S Cttee			
Annual Council 25/05/12		Annual report Planning Cttee			
Annual Council 25/05/12		Annual report A&G Cttee			
Annual Council 25/05/12		Annual report Standards Cttee – the future of Standards Committee	Provisionally to include Standards Committee Working Group report on revised Code of Conduct. To be confirmed.		
Annual Council 25/05/12		Annual report Regulatory Cttee			
Annual Council 25/05/12		West Mercia Police Report			

MEETING / BRIEFING DATE	CONSULT:	REPORT TITLE	PURPOSE	FINAL DECISION MAKER	DIRECTOR / LEAD OFFICER
Cabinet Council Committee Cabinet Member Briefing HPSLT Leaders Briefing	A&G Cttee Clinical Comm Grp H&WB Brd NHSH Brd O&S Cttee Planning Cttee Regulatory Cttee SMT				
Annual Council 25/05/12		H&W Fire and Rescue Authority			
CABINET 14/06/12 HPSLT 01/05/12 LB 17/05/12		Local Transport Plan		B&PF Council 20/07/12	DforP&C / Steve Burgess
Cabinet 14/06/12		Forward Plan update	To provide quarterly update on the Forward Plan	Cabinet	DCE
Cabinet 14/06/12 HPSLT 01/05/12 LB 03/05/12 & LB 31/05/12	OSC - 29/05/12 LDF Grp May	Local Development Framework	To consider a submission draft version of the Core Strategy.	B&PF Council 20/07/12	DforP&C / Dave Nicholson
Cabinet 14/06/12 HPSLT 15/05/12 CMB 17/05/12 LB 17/05/12		Yes We Can Plan - Refresh		B&PF Council 20/07/12	DforPS / Philippa Granthier
Cabinet 14/06/12 HPSLT 15/05/12 LB 17/05/12	Public consultation to be carried out January to March 2012	Children's Centre Review	The report will detail the results of a consultation on the future model for children centre delivery in Herefordshire. The options being consulted on are: 1. Local authority continues to run children centre delivery directly, through a strategic delivery model; 2. A mixture of commissioned and directly delivered services 3. Children centre delivery is fully commissioned 4. A social enterprise model of delivery. Cabinet will be asked to agree the preferred model. Decision will have significant effect on one or more wards.	Cabinet Key Decision	DforPS/Tina McGrath
Cabinet 14/06/12		Integrated Needs			DCE/Madelaine

MEETING / BRIEFING DATE	CONSULT:	REPORT TITLE	PURPOSE	FINAL DECISION MAKER	DIRECTOR / LEAD OFFICER
Cabinet Council Committee Cabinet Member Briefing HPSLT Leaders Briefing	A&G Cttee Clinical Comm Grp H&WB Brd NHS Brd O&S Cttee Planning Cttee Regulatory Cttee SMT				
LB 31/05/12		Assessment (formerly JSNA) Youth Services Review	Follow on from the report that went to Cabinet on 15 December to review the outcomes of the consultation.	Key Decision Cabinet	Spinks DforPS / Tim Fewell
COUNCIL July 12 CABINET 14/06/12 HPSLT 01/05/12 LB 17/05/12		Local Transport Plan		B&PF - Council	DforP&C/ Steve Burgess
Council July		Local Development Framework	To consider a submission draft version of the Core Strategy.	B&PF	DforP&C/Dave Nicholson
Council July		Local Government Boundary Review	To receive a report in response to the Local Government Boundary Review		Head of Governance
Council July Cabinet 14/06/12 HPSLT 15/05/12 CMB 17/05/12 LB 17/05/12		Yes We Can Plan - refresh		B&PF	DforPS / Philippa Granthier
Council July Cabinet 19/04/12 HPSLT 28/02/12 LB March?	O&S cttee 19/03/12	Herefordshire Community Safety Strategy (changed from Community Safety & Drugs Partnership)		B&PF	DforP&C Richard Gabb
CABINET July					

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Cabinet Council Committee Cabinet Member Briefing HPSLT Leaders Briefing	A&G Cttee Clinical Comm Grp H&WB Brd NHS Brd O&S Cttee Planning Cttee Regulatory Cttee SMT				
'12					
CABINET Sep '12 HPSLT LB 15/03/12		Joint Corporate Plan <i>(This has been moved to September Cabinet and November Council to fit in with the budget process.)</i>	For Cabinet to commend the Joint Corporate Plan (JCP) to Council. The JCP is one of a suite of plans and strategies that form the Council's Budget & Policy Framework. It incorporates the vision and the priorities for the HPS partnership and outlines a number of outcomes to be pursued to realise those priorities. It is supported by a delivery plan which provides the milestones and targets against which performance is reported.	B&PF Council November '12	DCE/Jenny Lewis
Cabinet Sept '12		Forward Plan update	To provide quarterly update on the Forward Plan	Cabinet	DCE
Cabinet Sep '12					
CABINET Oct. '12		Public Health Annual Report	To receive the annual Public Health report	Cabinet	DofPH
CABINET Nov '12					
COUNCIL Nov '12		Joint Corporate Plan <i>(This has been moved to September Cabinet and November Council to fit in with the budget process.)</i>	For Cabinet to commend the Joint Corporate Plan (JCP) to Council. The JCP is one of a suite of plans and strategies that form the Council's Budget & Policy Framework. It incorporates the vision and the priorities for the HPS partnership and outlines a number of outcomes to be pursued to realise those priorities. It is supported by a delivery plan which provides the milestones and targets against which performance is reported.	B&PF	DCE/Jenny Lewis

MEETING / BRIEFING DATE	CONSULT:	REPORT TITLE	PURPOSE	FINAL DECISION MAKER	DIRECTOR / LEAD OFFICER
Cabinet Council Committee Cabinet Member Briefing HPSLT Leaders Briefing	A&G Cttee Clinical Comm Grp H&WB Brd NHS Brd O&S Cttee Planning Cttee Regulatory Cttee SMT				
OVERVIEW AND SCRUTINY ITEMS					
T&F Group February 2012		Council Procurement Policy and Local Business and Local Employment			Nick Webster/Tim Brown
T&F Group February 2012		Income and Charging			CO F&C/ Tim Brown
T&F Group February 2012		Community Infrastructure Levy			CO F&C/ Tim Brown
T&F Group February 2012		Planning System Review – Development Control and the operation of the Constitution			Andrew Ashcroft/ Paul James
T&F Group February 2012		Safeguarding Arrangements for children in Herefordshire			Julie Gethin David Penrose
T&F Group February 2012		Safeguarding Adults			Julie Gethin David Penrose

Colour code:

	Cabinet meeting
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	Council meeting
	Cabinet Member decision
	Key decision