

AGENDA

Overview and Scrutiny Committee

Date: **Wednesday 4 July 2012**

Time: **10.30 am**

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

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

For any further information please contact:

Tim Brown, Governance Services

Tel: 01432 260239

Email: tbrown@herefordshire.gov.uk

If you would like help to understand this document, or would like it in another format or language, please call Tim Brown, Governance Services on 01432 260239 or e-mail tbrown@herefordshire.gov.uk in advance of the meeting.

Agenda for the Meeting of the Overview and Scrutiny Committee

Membership

Chairman
Vice-Chairman

Councillor A Seldon
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 (for educational matters only)

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
- b) the matter affects your financial interests or relates to a licensing or regulatory matter; and
- 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 meeting held on 8 June 2012.</p>	1 - 6
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>OVERVIEW OF HEALTH CARE IN HEREFORDSHIRE</p> <p>To consider the future of healthcare in Herefordshire as part of a discussion with the Wye Valley NHS Trust, the Herefordshire Clinical Commissioning Group and the West Mercia PCT Cluster.</p>	7 - 8
8.	<p>TASK & FINISH GROUP REPORT - REVIEW OF WYE VALLEY NHS TRUST (STROKE & TRAUMA SERVICES AND THE DELAYED TRANSFER OF CARE)</p> <p>To consider the findings arising from the Task & Finish Review into the Wye Valley NHS Trust (Stroke & Trauma Services and the delayed transfer of care).</p>	9 - 12
9.	<p>CONSULTATION IN RESPECT OF THE LOCAL DEVELOPMENT FRAMEWORK AND LOCAL TRANSPORT PLAN</p> <p>To consider how and when the Committee wishes to be consulted in respect of the programmes for adopting the Local Development Framework and Local Transport Plan as set out in the attached draft report to Cabinet on 12 July 2012.</p>	13 - 34

10. STRATEGIC DELIVERY PLAN FOR TRANSFORMING ADULT SERVICES 2012-2015	35 - 78
To note the Cabinet Member Report on the final draft of the Strategic Delivery Plan for Transforming Adult Services 2012-15.	
11. TASK AND FINISH GROUP REPORTS - EXECUTIVE RESPONSES	79 - 142
To note the Executive responses to the Reports from the following Task & Finish Review Groups:	
Adult Safeguarding in Herefordshire	
Planning System Review – Development Control and the Operation of the Constitution	
Council Procurement Policy and Local Business and Local Employment	
Income and Charging	
Tourist and Temporary Event Signage	
12. OVERVIEW AND SCRUTINY WORK PROGRAMME	143 - 154
To consider the Committee’s Work Programme.	

PUBLIC INFORMATION

Public Involvement at Scrutiny Committee Meetings

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

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

1. Identifying Areas for Scrutiny

At the meeting the Chairman will ask the members of the public present if they have any issues which they would like the 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

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

Generally, members of the public will also be able to contribute to the discussion at the meeting. This will be at the Chairman's discretion.

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

The Public's Rights to Information and Attendance at Meetings

YOU HAVE A RIGHT TO: -

- Attend all Council, Cabinet, Committee and Sub-Committee meetings unless the business to be transacted would disclose 'confidential' or 'exempt' information.
- Inspect agenda and public reports at least five clear days before the date of the meeting.
- Inspect minutes of the Council and all Committees and Sub-Committees and written statements of decisions taken by the Cabinet or individual Cabinet Members for up to six years following a meeting.
- Inspect background papers used in the preparation of public reports for a period of up to four years from the date of the meeting. (A list of the background papers to a report is given at the end of each report). A background paper is a document on which the officer has relied in writing the report and which otherwise is not available to the public.
- Access to a public Register stating the names, addresses and wards of all Councillors with details of the membership of Cabinet and of all Committees and Sub-Committees.
- Have a reasonable number of copies of agenda and reports (relating to items to be considered in public) made available to the public attending meetings of the Council, Cabinet, Committees and Sub-Committees.
- Have access to a list specifying those powers on which the Council have delegated decision making to their officers identifying the officers concerned by title.
- Copy any of the documents mentioned above to which you have a right of access, subject to a reasonable charge (20p per sheet subject to a maximum of £5.00 per agenda plus a nominal fee of £1.50 for postage).
- Access to this summary of your rights as members of the public to attend meetings of the Council, Cabinet, Committees and Sub-Committees and to inspect and copy documents.

Please Note:

Agenda and individual reports can be made available in large print. Please contact the officer named on the front cover of this agenda **in advance** of the meeting who will be pleased to deal with your request.

The Council Chamber where the meeting will be held is accessible for visitors in wheelchairs, for whom toilets are also available.

A public telephone is available in the reception area.

Public Transport Links

- Public transport access can be gained to Brockington via the service that runs approximately every half hour from the 'Hopper' bus station at the Tesco store in Bewell Street (next to the roundabout junction of Blueschool Street / Victoria Street / Edgar Street).
- The nearest bus stop to Brockington is located in Old Eign Hill near to its junction with Hafod Road. The return journey can be made from the same bus stop.

If you have any questions about this agenda, how the Council works or would like more information or wish to exercise your rights to access the information described above, you may do so either by telephoning the officer named on the front cover of this agenda or by visiting in person during office hours (8.45 a.m. - 5.00 p.m. Monday - Thursday and 8.45 a.m. - 4.45 p.m. Friday) at the Council Offices, Brockington, 35 Hafod Road, Hereford.



Where possible this agenda is printed on paper made from 100% Post-Consumer waste. De-inked without bleaching and free from optical brightening agents (OBA). Awarded the Nordic Swan for low emissions during production and the Blue Angel environmental label.

HEREFORDSHIRE COUNCIL

BROCKINGTON, 35 HAFOD ROAD, HEREFORD.

FIRE AND EMERGENCY EVACUATION PROCEDURE

In the event of a fire or emergency the alarm bell will ring continuously.

You should vacate the building in an orderly manner through the nearest available fire exit.

You should then proceed to Assembly Point A which is located at the southern entrance to the car park. A check will be undertaken to ensure that those recorded as present have vacated the building following which further instructions will be given.

Please do not allow any items of clothing, etc. to obstruct any of the exits.

Do not delay your vacation of the building by stopping or returning to collect coats or other personal belongings.

HEREFORDSHIRE COUNCIL

MINUTES of the meeting of Overview and Scrutiny Committee held at Council Chamber - Brockington on Friday 8 June 2012 at 10.30 am

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

Councillors: AM Atkinson, WLS Bowen, MJK Cooper, PGH Cutter, EPJ Harvey, MAF Hubbard, RC Hunt, TM James, Brig P Jones CBE, JLV Kenyon, JW Millar, R Preece, SJ Robertson and PJ Watts

In attendance: Councillor NP Nenadich

Officers: D Taylor (Deputy Chief Executive and Director of Corporate Services), K O'Mahony (Assistant Director – Children and Young People Provider Services); T McGrath (Head of Provider Services (Locality Services), and T Brown (Governance Services).

124. APOLOGIES FOR ABSENCE

Apologies were received from Councillors PL Bettington, TM James and P Rone. Apologies were also received from Councillor PM Morgan (Cabinet Member – Health and Wellbeing).

125. NAMED SUBSTITUTES (IF ANY)

Councillor JW Hope had been appointed to substitute for Councillor PL Bettington but circumstances prevented him from doing so.

126. DECLARATIONS OF INTEREST

7. THE YOUTH SERVICE REVIEW.

Councillor AM Atkinson, Personal, A trustee of Home Support the Hereford Youth Charity.

7. THE YOUTH SERVICE REVIEW.

Councillor EPJ Harvey, Personal, Chairman of Youth International (Herefordshire).

7. THE YOUTH SERVICE REVIEW.

Councillor MAF Hubbard, Personal, A member of the Friends of Castle Green Community Group.

7. THE YOUTH SERVICE REVIEW.

Councillor NP Nenadich, Personal, A trustee of the Close House youth project..

127. MINUTES

RESOLVED: That the Minutes of the meeting held on 18 June 2012 be confirmed as a correct record and signed by the Chairman.

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

The following suggestions were received:

- That the Committee carry out a full review of the Local Transport Plan (LTP) at its earliest opportunity and sustain its focus on the Plan by including it within the Committee's work plan.
- That the Committee should examine how the plans for development of the Enterprise Action Zone at Rotherwas could proceed without links to the LTP and LDF in place.

It was noted that the LTP was already included in the work programme but the timetable for both the LTP and the Local Development Framework was under review and it was not clear at this stage when it would be timely for the Committee to consider the Plans. The Committee was advised that a report was scheduled to be made to Cabinet on the timetable for both Plans on 12 July and that a report would be made to the Committee before Cabinet.

In view of the weight of Council business to be considered in July it was proposed that the Committee should request that an additional meeting of Council should be scheduled towards the end of September, noting that the possibility of making such an arrangement had been discussed by Group Leaders.

RESOLVED: That it be requested that an additional meeting of Council be scheduled towards the end of September 2012.

129. QUESTIONS FROM THE PUBLIC

There were none.

130. THE YOUTH SERVICE REVIEW

(Councillor AM Atkinson, EPJ Harvey, MAF Hubbard and NP Nenadich declared personal interests.)

The Committee was invited to consider whether it wished to make any comments to Cabinet on the outcome of the public consultation regarding the Youth Review and the recommendations to Cabinet on a preferred model for the future delivery of youth service functions in Herefordshire.

The Assistant Director – Children and Young People Provider Services (AD) informed the Committee that changes had been made to the draft report included with the agenda papers, prior to the publication of the report for consideration by Cabinet on 14 June. That Cabinet report had been circulated to Members of the Committee and the Assistant Director drew attention to the changes to the figures on the consultation responses in the published report, noting that some further adjustment was needed to those figures.

In discussion the following principal points were made:

- Some Members stressed the principle that youth provision should be youth led rather than an education driven programme.
- The AD referred to Cabinet's expectation that services should cover their costs. The report contained the proposal that should outdoor education services, (the sailing centre at Bodenham Lakes and the Canoe Centre at Castle Green, Hereford) not prove commercially viable and no suitable provider be found it be recommended that the Council should make arrangements to close the provision by April 2013. The AD outlined the proposal to work with the National Youth Agency (NYA) to plan the next

steps for developing a community engagement model for the universal youth services and to consider options for outdoor education.

Some Members expressed support for the benefits the outdoor education services provided and it was suggested that there was scope to generate increased usage from schools and outside the County to improve the viability of the services.

The Cabinet Support Member commented that the Council's financial situation meant that changes had to be made to service delivery as a whole. The outdoor education services were complex and quite expensive to provide and had relatively modest use. Other organisations offered these services, with more attractive facilities, and the question had to be asked as to where the limited resources available to the Council could be deployed to best effect. The geography of the County meant that the resources in Bodenham and Hereford could not readily be used by schools during the school day.

Some Members commented on the need for a full assessment of the value for money of the outdoor education services before any recommendation for closure could be considered. The AD confirmed that the proposals included market testing of the provision.

It was requested that in undertaking the market testing exercise weight should be given to the need to retain services in the County that were key to its core identity, for example those relating to use of the river and the environment.

- The report to Cabinet recommended that should no suitable provider be found, the Director for People's Services be authorised to make arrangements to close the outdoor education provision. It was proposed that should the Director be minded to close the outdoor education provision at the sailing centre and canoe centre a report be submitted to the Overview and Scrutiny Committee for its consideration prior to any such decision being taken.
- The AD confirmed that a sum was being set aside from existing budgets to fund youth initiatives in localities. Community Groups and Town and Parish Councils would be eligible to bid for funding from this budget. There would be mechanisms to ensure that funding was shared across localities and not simply devoured by larger organisations with the resources to tap funding streams. The proposed market testing exercise would assist in developing the commissioning strategy. This would include the detail of how funding would be distributed and managed within localities.

Members were concerned to ensure that adequate opportunities were provided for young people across the County as a whole and that transition to any new model of service delivery was carefully managed. The number of active community groups and the pattern of community activity varied across the County. It was asked what capacity there was within the community to provide services and what support would be provided to areas with fewer active groups, for example some of the more isolated rural areas. The extent to which funding for community groups would be ongoing following their initial start-up was also discussed.

The AD commented that the proposals aimed to target resources on the most vulnerable young people in the County. This reduced the resource available for universal provision. Services across the County were having to make difficult choices and close some services. It was recognised that youth services could help to prevent young people engaging in detrimental behaviour and the Service would need to monitor the effects of service closure.

There was a need to build capacity within localities. As commissioners of services the Council would develop a relationship with local providers to assess what services were most valued and what support could be provided within the available resources.

The AD added that with the developing localism agenda funding would be available to communities rather than to the Council. Part of the Council's role would therefore be to maximise awareness of funding opportunities.

The Cabinet Support Member acknowledged that the changes to services, whilst necessary, were not being made lightly. Every effort was being made to ensure that the transition to a new model of service delivery would be smooth. The intention was to engage other providers who could provide services more efficiently and effectively than the Council could do.

Noting that the Council's knowledge of potential service providers in the County was far from complete it was proposed that a conference on youth services and facilities in Herefordshire should be convened to facilitate an exchange of information and views on future provision.

- It was questioned why the draft report to Cabinet had been classified as a key decision but the final published report identified it as a non-key decision.

The Director of People's Services replied that Cabinet was to be invited to affirm the decision it had taken to be taken by Cabinet in December 2011 and that the decision was therefore not a key decision.

She added that the view had been taken that to assist the Committee the draft report should be made available to it. This had meant that, as had already been outlined, some changes had been made in the light of new information received in the period between the publication of the draft report and the publication of the Cabinet report. This did raise issues about the timing of reports to the Committee that were then due to be considered by Cabinet to which further consideration would need to be given by officers.

It was proposed that to ensure a consistent approach to the treatment of future reports the Monitoring Officer be requested to submit a report to the Audit and Governance Committee on the basis on which reports are classified as key or non-key decisions and how it is determined that the status of a report can change as it moves through the decision making process, as in the case of the report on the Youth Service Review.

- The discrepancies in the reporting of the responses to the consultation exercise were discussed. The AD reported that there had been a number of late responses and the arrangements for the return of responses had varied. It was proposed that an update be provided to accompany the Cabinet report setting out the figures relating to the consultation exercise together with an explanatory note explaining the reasons for the discrepancies.
- Some concerns were also expressed about the conduct of the consultation process as a whole and the way in which some of the conclusions drawn from the findings had been interpreted. Members were informed that a Member seminar would be arranged on consultation.

- It was suggested that there was an opportunity for the integration of local knowledge allowing communities within the County to share ideas and innovation on youth service provision. It was proposed that the Council should facilitate the use of its website for this purpose.
- That it was essential that local Councillors were involved and kept informed of proposed initiatives, within their wards and across the County so that they could contribute to service development. The AD replied that the vital role of Herefordshire Council Councillors and Town and Parish Councillors in ensuring local ownership of proposals was recognised.
- It was proposed that a scheme be developed for the allocation of an individual budget for each Councillor to support a youth project or projects in their ward.
- The statutory requirements governing access to for “qualifying young persons” to certain services as set out in the section of the report on legal implications were discussed. The AD drew attention to paragraph 34 of the Cabinet report that: *“In general terms it is for the local authority to determine what would amount to reasonable provision of sufficient activities but the judgment of what is ‘sufficient’ should be by reference to the needs of young people in the area.”* The proposals to target services to the most vulnerable young people in the County were in accordance with the Council’s legal responsibilities.
- A concern was expressed that it seemed to be being suggested that the groups on whom services would be targeted were comprised of older Children (eg those not in employment, education or training). The AD stated that there was a joined up approach to targeting services and there was an appropriate focus on early years intervention.
- It was requested that a structure chart of the locality services should be circulated to Members of the Committee.

Resolved:

That

(a) Cabinet be recommended:

- i. **an update be provided to accompany the Cabinet report setting out the figures relating to the consultation exercise together with an explanatory note explaining the reasons for the discrepancies;**
- ii. **in undertaking market testing the views of local Members, local community groups and other local authorities with experience of market testing should be sought;**
- iii. **that as a service to the community the Council should facilitate the use of its website to provide a source of integrated local knowledge about youth service provision and a forum for providers and community groups to share ideas and innovation;**
- iv. **recommendation c on the Cabinet report should be amended to provide that should the Director of People’s Services be minded to close the outdoor education provision at the sailing centre and canoe centre a**

report be submitted to the Overview and Scrutiny Committee for its consideration prior to any such decision being taken;

- v. a conference on youth services and facilities in Herefordshire should be convened to facilitate an exchange of information and views on future provision; and
 - vi. that a scheme be developed for the allocation of an individual budget for each Councillor to support a youth project or projects in their ward.
- (b) the Monitoring Officer be requested to submit a report to the Audit and Governance Committee on the basis on which reports are classified as key or non-key decisions and how it is determined that the status of a report can change as it moves through the decision making process, as in the case of the report on the Youth Service Review, with a view to ensuring a consistent approach to the treatment of future reports; and
- (c) a structure chart of the locality services should be circulated to Members of the Committee.

131. WORK PROGRAMME

The Committee considered its work programme.

Members noted the arrangements being made for Members to have the opportunity to contribute to the programme for Root and Branch Reviews, plans to brief Members on the reviews and the intention to report the outcome of the reviews to the Overview and Scrutiny Committee before they were considered by Cabinet.

RESOLVED: That the work programme be noted.

The meeting ended at 12.50 pm

CHAIRMAN

MEETING:	OVERVIEW AND SCRUTINY COMMITTEE
DATE:	5 MARCH 2012
TITLE OF REPORT:	OVERVIEW OF HEALTHCARE IN HEREFORDSHIRE
REPORT BY:	

CLASSIFICATION: Open

Wards Affected

County-wide

Purpose

To consider the future of healthcare in Herefordshire as part of a discussion with the Wye Valley NHS Trust, the Herefordshire Clinical Commissioning Group and the West Mercia PCT Cluster.

Recommendation

THAT the report be noted.

Introduction and Background

In recent months the Committee has received a number of performance reports from the Wye Valley NHS Trust (WVNHST), the Herefordshire Clinical Commissioning Group (HCCG) and the West Mercia PCT Cluster.

In recent weeks a number of significant changes have occurred which the Committee would wish to understand and explore more fully:

- 1 The changes to national commissioning support arrangements and how these affect Herefordshire health services.
- 2 The change from a West Mercia cluster interim model to a Herefordshire, Worcestershire and Arden model and how this change will affect and/or improve the delivery of services in Herefordshire, and whether as informally advised, the new cluster is likely to be formulated as a commissioning outpost in advance of April 2013.
- 3 The current financial position of WVNHST and whether the concerns expressed publicly are real. Whether either in its present form or an amended model, WVNHST can sustain an appropriate service level both now, and for a future Herefordshire with a significantly increased economic base both in terms of industry and people. We would like to know what plans are under development and the timescale for delivery in this respect.

Further information on the subject of this report is available from David Penrose, Democratic Services Officer on (01432) 383690

Background Papers

- None identified.

MEETING:	OVERVIEW & SCRUTINY COMMITTEE
DATE:	4 JULY 2012
TITLE OF REPORT:	TASK & FINISH GROUP REPORT – REVIEW OF WYE VALLEY TRUST (STROKE & TRAUMA SERVICES AND THE DELAYED TRANSFER OF CARE)
REPORT BY:	Task & Finish Group

CLASSIFICATION: Open

Wards Affected

County-wide

Purpose

To consider the findings arising from the Task & Finish Review into the Wye Valley NHS Trust (Stroke & Trauma Services and the delayed transfer of care).

Recommendation(s)

THAT: the Committee notes the report of the Task & Finish Group – Review of Stroke & Trauma Services and the delayed transfer of Care, and agrees with the recommendations for referral to the Wye Valley NHS Trust.

Key Points Summary

- A spotlight scrutiny Task & Finish Review has been undertaken into the Wye Valley NHS Trust management of the Stroke and Trauma Services and the delayed transfer of Care.
- The scope of the Review Group was limited to the consideration of issues identified during earlier Committee meetings with the Trust.

Alternative Options

- 1 Not to agree with the recommendations.

Reasons for Recommendations

- 2 This Committee commissioned a Task & Finish Group to undertake further investigations into aspects of the stroke and trauma services and the delayed transfer of care. The Task & Finish Group has completed its task and its report is required to be submitted to this Committee for approval.

Introduction and Findings

Further information on the subject of this report is available from Paul James,
Democratic Services Officer (01432) 260460

- 3 This Committee commissioned a Task & Finish Group to undertake further investigations into aspects of the stroke and trauma services and the delayed transfer of care. The Group was chaired by Councillor JW Millar, and comprised Councillors: WLS Bowen and JLV Kenyon.
- 4 The Group interviewed the following representatives from the Wye Valley Trust: Dr Vicky Alner, Service Unit Director Urgent Care, and Mr Tim Tomlinson, Director of Operations.

Stroke Service

- 5 In relation to the Stroke Service the Group received information on, and questioned aspects of: performance for time to CT Scan; performance data for direct admission to the Acute Stroke Unit (ASU); best practice tariff details; Transient Ischaemic Attack (TIA) Service and performance; key indicator performance and improvement strategies, and challenges to the service. The Hereford Stroke Service now have 24/7 access to CT scanning for stroke patients. The Group have learned that while outreach vascular services are provided to Hereford Hospital on most days of the week by the Worcester Stroke Service, Hereford plan to get a second permanent stroke clinician. Recruitment to this post was underway.
- 6 The Group noted that the home adaptations service, which provide adaptations to properties to enable patients to return home, was currently out to tender. The Trust had entered a statement of interest in undertaking this service as it would further integrate that part of the service into the Total Patient Care Pathway. The Group believe that the benefits of having a single organisational pathway to include this work cannot be overstated.

Trauma Service

- 7 In relation to the Trauma Service the Group received an overview of how the service was organised regionally and locally. The Group were pleased to hear that the Service had good links to Headway, the Hereford brain injury association. The Group sought clarification concerning the use of 'rehabilitation prescriptions'. When a patient is sent home from a major trauma centre, e.g. Queen Elizabeth Hospital, Birmingham, they are transferred to Hereford with a rehabilitation prescription setting out the patient's medical needs. The Group heard that major trauma patients were transferred with an 'outline-care plan of treatment needs'. The Group have been assured that the plan is capable of being adapted to the actual day to day needs of the patient and that consultants or specialists also visit patients to assess them when required.

Delayed transfer of care

- 8 The Group considered performance information in relation to the delayed transfer of care (bed blocking) and noted that the Wye Valley NHS Trust had shown consistent performance over the period April 2011 to March 2012 and was performing better than the majority of other Trusts in the region.
- 9 The Group have been informed that the Trust had submitted a bid to the Strategic Reserve Fund for £3m (a non-recurring local fund, the allocation of which will be managed by West Mercia Primary Care Trust Cluster) to invest in work across the whole organisation (to fund district nurses, psychologists, support workers etc) which would help unblock the system and improve the flow from acute care to home care. The Trust anticipated that they may receive £1.6m as a one year pump priming sum.
- 10 Concern was raised at a meeting of the Overview & Scrutiny Committee in March 2012 that an unnamed patient had allegedly been discharged from a cardiac ward at the Hereford Hospital without appropriate arrangements being put in place. The Group have received a report on the discharge arrangements and the results of an investigation by the Trust into this particular

alleged case. The Trust reported that 'despite extensive investigations there was no evidence to support the report that a patient had been discharged "in the middle of the night due to bed pressures". They have also stated that 'unless or until relevant and specific facts are received and established in this case further action cannot be taken. However a watching brief is in place and a request has been made to clinicians to record the time of discharge in each patient's healthcare records'. Based on the report from the Trust, the Group are satisfied with the response.

Conclusions

- 11 The recommendations from the Task & Finish review are:
- a) That the potential benefit of the further integration of the Adaptions Team into the Total Patient Care Pathway be supported as the Group see this to be a logical adjunct to the Integrated Care Pathway; and
 - b) The rationale for the Wye Valley NHS Trust bid to the West Mercia Primary Care Trust Cluster for funding from the Strategic Health Authority's Strategic Reserve Fund to invest in further work to improve the flow from acute care to home care be supported.

Community Impact

- 7 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

- 8 There is no change to the Equality Analysis of the Council as result of the report.

Financial Implications

- 9 There are no financial outcomes as a result of the report.

Legal Implications

- 10 There are no legal implications as a result of the report.

Risk Management

- 11 There is no reputational risk to the Council as a result of this report.

Consultees

- 12 As part of the Review interviews were held with Dr Vicky Alner, Service Unit Director Urgent Care, and Mr Tim Tomlinson, Director of Operations.

Appendices

- 13 None

Background Papers

14 None.

MEETING:	OVERVIEW AND SCRUTINY COMMITTEE
DATE:	4 JULY 2012
TITLE OF REPORT:	CONSULTATION IN RESPECT OF THE LOCAL DEVELOPMENT FRAMEWORK AND LOCAL TRANSPORT PLAN
REPORT BY:	Head of Strategic Planning and Regeneration Head of Transportation and Access

CLASSIFICATION:**Wards Affected**

County-wide

Purpose

To consider how and when the Committee wishes to be consulted in respect of the programmes for adopting the Local Development Framework and Local Transport Plan as set out in the attached draft report to Cabinet on 12 July 2012.

Recommendation(s)

THAT: Committee considers how and when it wishes to be consulted in respect of the Local Development Framework and the Local Transport Plan.

Introduction and Background

1. The Committee considered the Local Development Framework consultation process at its meeting of 9 December 2011. The Committee made 13 recommendations (A to I) in respect of general principles which it felt the Council should follow when undertaking consultation. A response to these recommendations by the Assistant Director Customer Services and Communications was issued to Committee members on the 13 March 2012. The Committee is also due to receive a presentation on how the Council consults and engages residents and other stakeholders.
2. The agreed recommendations in respect of the principles to be applied when undertaking consultation will be taken into account in the proposed consultation in respect of the LDF and the LTP. The detail of these consultations is yet to be determined, however, the programmes below indicate when consultation is anticipated to take place.
3. Cabinet is due to consider modifications to the timetables for considering and adopting the Local Development Framework Core Strategy (LDF) and Local Transport Plan (LTP) when it meets on 12 July 2012. A copy of the draft report is appended to this report and extracts setting out the currently proposed programmes are included below for convenience.

Further information on the subject of this report is available from
Steve Burgess, Head of Transportation and Access ext 0968

Date	Local Development Framework Timetable DRAFT
July 2012	Cabinet
July – September	Continuing work on outstanding elements, including: <ul style="list-style-type: none"> • Ongoing development of the evidence base, including viability work and updated retail and employment evidence. • Completion of road studies, including the Eastern Link work and upgraded modelling. • Work on water quality issues with statutory bodies and water companies (water steering group). • Progressing approach to rural areas and other place specific issues. • Ongoing Policy drafting.
October - November	Subject to sufficient progress being made upon the outstanding elements of work: <ul style="list-style-type: none"> • prepare draft Plan • Prepare SA/HRA reports.
December 2012	<ul style="list-style-type: none"> • Cabinet
Early 2013	Consultation upon Draft Plan and SA/SEA and HRA report
Spring 2013	<ul style="list-style-type: none"> • Analyse consultation response • Amend draft plan as necessary
July 2013	<ul style="list-style-type: none"> • Cabinet • Council approval of Plan
Late summer 2013	Pre-submission publication
Late 2013	Examination in Public
Spring 2014	Adoption

Date	Local Transport Strategy Timetable DRAFT
July 2012	Cabinet
July – October	Preparation of a Draft LTP Strategy and Delivery Plan (to 2014/15).
Autumn	Consultation
January 2013	Cabinet
February 2013	Council Adoption of LTP
July 2013 to Spring 2014	Maintain linkages with Core Strategy development and review LTP Strategy (to 2031)
Summer 2014	Adopt LTP to 2031

4. The Committee is requested to consider its role in the respective consultations planned for the LDF and LTP and to indicate at which stage of the consultation process it would wish to be engaged and how it would wish to inform Cabinet's final consideration of each strategy.

Appendices

5. Draft Cabinet Report 12 July 2012 – 'Local Development Framework and Local Transport Plan Update'

Background Papers

Response to OSC Recommendations prepared by Assistant Director, Customer Services and Communications emailed to OSC Members 13 March 2012

MEETING:	CABINET
DATE:	12th JULY 2012
TITLE OF REPORT:	LOCAL DEVELOPMENT FRAMEWORK AND LOCAL TRANSPORT PLAN UPDATE
PORTFOLIO AREA:	HOUSING & PLANNING AND EDUCATION & INFRASTRUCTURE

CLASSIFICATION: Open

Wards Affected

County-wide

Purpose

To update Members on progress and proposed changes to the timetable for finalising the Local Development Framework Core Strategy and the implications and options for the Local Transport Plan.

Key Decision

This is not a Key Decision.

Recommendation(s)

THAT Cabinet:

With regard to the Local Development Framework (LDF) and planning matters:

- (a) **notes the summary of the results of the Revised Preferred Option consultation undertaken between September and November 2011;**
- (b) **agrees that a further round of consultation be undertaken on the Core Strategy, on the basis of a full draft document, evidence base and Strategic Environmental Assessment and Habitats Regulations Assessment which demonstrates that the plan will not adversely affect the integrity of relevant European sites;**
- (c) **endorse that, subject to outstanding issues being resolved, the proposed scale and distribution of development and strategic housing, employment and infrastructure proposals, as set out in paragraph 49, form the basis of the draft Core Strategy;**
- (d) **endorses the approach to prepare the Community Infrastructure**

Further information on the subject of this report is available from
Dr David Nicholson, Head of Strategic Planning and Regeneration on (01432) 260166 and Steve Burgess, Head of Transportation and Access on (01432) 260968

Levy (CIL) charging schedule in parallel with the preparation of the Core Strategy with a joint Examination in Public;

- (e) agrees an interim protocol to be taken into account in determining planning applications for new housing proposals in the absence of a demonstrable five-year housing supply; and**
- (f) agrees the amended timetable for the preparation of the Core Strategy.**

With regard to the Local Transport Plan (LTP):

- (g) agree that a Local Transport Plan (LTP) covering the period to 2014/15 is developed and adopted in advance of the final consideration of the LDF Core Strategy;**
- (h) notes the proposed timetable for adopting the LTP and the summary of what that Plan will include; and**
- (i) notes the key ongoing linkages between the LTP and LDF and proposals to prepare and adopt an LTP to cover the period to 2031 in association with the revised timetable for the Core Strategy.**

Key Points Summary

Local Development Framework

- A county-wide consultation undertaken in the autumn of 2011 upon a Revised Preferred Option for the Core Strategy generated a significant response. The responses received covered most aspects of the emerging plan and were not confined to references to the specific changes being proposed through the Revised Preferred Option. The highest level of comment received made reference to the proposals for Hereford.
- The emerging Core Strategy needs to consider the implications of recent changes to the planning system at national level. In March the National Planning Policy Framework (NPPF) was published reducing the amount of Government Planning Policy from more than 1,000 pages to around 50 pages. The Core Strategy will need to be compliant with the streamlined policy document and should not be silent on aspects of planning policy which are important to Herefordshire but which previously have been adequately covered by national planning policy. In addition the emergence of the Neighbourhood Planning agenda means that planning policies at a County level should be sufficiently flexible so as not to unduly prevent the development aspirations of local communities being achieved. It remains the intention of the Government to revoke Regional Spatial Strategies.
- Important technical studies to inform the LDF evidence base have recently been completed. In respect of new road infrastructure for Hereford a report was commissioned to assess the environmental and amenity issues associated with the southern corridor of the proposed relief road taking into account various consultation responses. This report has recently been completed and recommends continuing with a wider corridor until more detailed assessments have been undertaken. In addition, reports considering the engineering, environmental and traffic impacts as well as economic and wider social impacts of an Eastern Link to the proposed Enterprise Zone at Rotherwas are also being undertaken. The demographic implications of providing

16,500 additional homes in the County by 2031 have been examined by GL Hearn and they have confirmed that this would result in an increase in the population of working age. The development target would therefore help to address demographic pressures facing Herefordshire as set out in the Integrated Needs Assessment (Understanding Herefordshire 2012) reported to Cabinet on 14th June. Recent work undertaken on updating the Strategic Housing Land Availability Report and producing the 2011 Annual Monitoring Report has confirmed the absence of a 5-year housing supply within the County.

- A number of issues remain to be resolved before the Plan can be submitted to the Secretary of State. These issues include the need for continuing examination of possible impacts that the Core Strategy proposals may have upon the River Wye Special Area of Conservation (SAC), further analysis of the viability of the package of development proposals contained within the plan and work to develop an appropriate set of rural policies in the light of the changes to the planning system.
- This report proposes a further round of consultation prior to the submission of the Core Strategy together with the completion of Strategic Environmental and Habitats Regulation Assessments and completion of the evidence base including an updated economic viability study to inform the Infrastructure Delivery Plan (IDP) and preparation of the CIL.

The Local Transport Plan:

- Council agreed the adoption of the Local Transport Plan 2 (LTP2) as its interim transport strategy pending the finalisation of the LDF submission at its meeting of 4 March 2011. The decision to coordinate the adoption of the LDF and LTP sought to ensure integration of long term land use planning and growth proposals with appropriate complementary transport infrastructure proposals.
- There is no statutory or other legal requirement to adopt these strategies at the same time.
- Given the anticipated delays in adopting a final LDF Core Strategy this report proposes adopting a local transport plan covering the period to 2014/15 in advance of the LDF and sets out a timetable for this process.
- The original aim to coordinate the two long term strategies remains entirely valid and there are ongoing key linkages which need to be maintained and allow for the eventual adoption of an LTP which reflects the finally adopted Core Strategy.

Alternative Options

- 1 There are no alternatives to preparing the LDF and LTP. In respect of advancing the LDF without resolution of outstanding matters and further consultation as now proposed the document will not survive Examination and any subsequent challenge.
- 2 Continuing with LTP2 as an interim transport strategy would mean reliance on an increasingly out of date programme and set of policies

Reasons for Recommendations

- 3 To ensure the Cabinet is fully updated in respect of the results of the most recent LDF consultation, acknowledge the outstanding challenges to plan progress and the need

for further consultation; and

- 4 To mitigate the impact of delaying the adoption of the Core Strategy upon the LTP.

Introduction and Background

- 5 A revised timetable for the LDF was approved by Council in March 2012. That timetable indicated Cabinet would consider the LDF in June followed by Council consideration in July 2012. However, it is now proposed that a further round of consultation on the Core Strategy should be undertaken prior to submitting to the Secretary of State and its public examination, to ensure that potential risks arising from recent case law are addressed. The Core Strategy is not yet compliant with EU requirements as to Strategic Environmental Assessment (SEA) and Habitats Regulations Assessment (HRA). The implications of the proposed growth on water quality in the Rivers Wye/Lugg SAC, which enjoys the highest level of habitat protection, are of particular concern. The viability of the strategy and key infrastructure proposals also remains to be demonstrated. Delays to the LDF timetable also have implications in respect of the preparation and way forward for the LTP.

Key Considerations

Revised Preferred Options Consultation

- 6 Between 26th September and 28th November 2011 a consultation upon the Herefordshire Core Strategy Revised Preferred Option was undertaken across the county. The main changes proposed during the consultation were:
 - an amendment to the plan period to cover the 20 years from 2011 to 2031 (rather than 2006-2026);
 - a reduction in the overall housing target for the county from 18,000 to 16,500 (or 825 per annum);
 - at Hereford a significant reduction in the level of housing to be built from 8,500 to 6,500, principally by removing entirely the proposal to build 1,500 homes at Whitecross and by reducing by 50% the proposed housing site at Holmer (from 1,000 to 500). A proposed employment site on Roman Road was proposed to be deleted. Minor amendments to the preferred relief road corridor to the south of Hereford were also suggested;
 - reductions in the housing proposals for Ross-on-Wye (reduced by 100) and Leominster (reduced by 200) were also proposed. At Leominster additional employment land was included within the proposals;
 - for the rural areas the housing proposals were proposed to be increased from 4,500 to 5,300 in order to provide more rural affordable housing and provide a more flexible approach recognising the emergence of neighbourhood plans.
- 7 A variety of consultation methods were used to engage a wide audience. These included:
 - a series of ward, City and market town based events, providing county-wide coverage with over 1,000 attendees and a number of public meetings;
 - additional meetings held with Stakeholders and interest groups;

- Ward Councillor briefings;
 - use of the Herefordshire Council website;
 - adverts within the local press;
 - radio announcements, interviews and public debate;
 - newspaper article incorporating a Q&A session with the Leader; and
 - articles in August and November editions of Herefordshire Matters.
- 8 Responses were received from a number of sources including Members, Parish Council's, other organisations, including statutory bodies and many individuals. In total some 608 letters and emails were received, 1069 questionnaires and structured forms sponsored by a number of local groups were submitted and in addition 4 petitions with some 722 signatures were presented. Responses received were not limited to the proposed changes to the Core Strategy but commented on most aspects of the emerging plan.
- 9 The consultation events resulted in wide ranging discussions including a number of key issues such as:
- affordable Housing – definition, numbers and management of schemes;
 - provision for employment land and the need for well paid employment;
 - need for improved infrastructure, concern over flooding and drainage issues, and broadband provision;
 - the phasing, financing and route of the relief road;
 - more flexibility for scale and location of housing development to reflect the aspirations of the local community in the rural areas; and
 - the need for further information on Neighbourhood Plans.
- 10 In respect of written responses the proposals for Hereford generated the highest level of responses with particular concerns expressed regarding the need for, possible route alignment and funding of a relief road and level and location of major housing proposals. This is not surprising given the scale and type of development proposed in the plan for Hereford and the emphasis given to these proposals in the questionnaires and forms designed by local groups. Similarly the petitions received were specifically concerned with the Hereford relief road with two in support of a road (with 44 and 518 signatures respectively) and two questioning specific aspects of the revised route corridor to the south of the City (with 50 and 110 signatures).
- 11 Proposals for other parts of the County generated a lower level of feedback. The majority of responses commenting upon proposals at Leominster and Ledbury expressed concerns regarding the location and/or the level of growth proposed. Few comments were received regarding other towns. In rural areas there were a number of comments identifying the need for greater flexibility in rural policies.
- 12 In addition to the responses specific to certain locations there were also comments made on a number of key topics:
- employment land proposals with a general recognition of the need for new employment land, support for improved broadband and the designation of Rotherwas as an enterprise zone;

- housing proposals including the need for affordable housing for local needs; and
 - water and sewerage issues including the need to ensure sufficient infrastructure and consideration of the impacts of development on phosphate levels in the River Wye and its tributaries.
- 13 It should also be noted that a number of statutory organisations expressed concerns regarding aspects of the emerging plan. These include the Highways Agency, the Environment Agency and Natural England.
- 14 The response from the Highways Agency indicated that further supporting transport evidence is required although they indicate that they will continue to work with the Council to provide a suitable evidence base. They also raised concerns regarding the transport implications of the Enterprise Zone in their response. Discussions with the Agency are ongoing and future work will include an upgrade to the traffic SATURN model for Hereford to address the concerns of the Highways Agency.
- 15 The Environment Agency indicate that there is some outstanding work in the Water Cycle Study and clarification is required to ensure sound infrastructure delivery planning, including costs, to inform the strategy. This will include phasing and timescale considerations to ensure implementation, deliverability, as well as sufficient flexibility. They recommend that reference is made to any phasing and timing constraints that may be present. However, the Environment Agency appreciate that this work is progressing and they are working with the Council, and other partners, to address these matters.
- 16 The comments of Natural England highlighted a number of ongoing concerns rather than raising issues regarding the revisions to the strategy. In particular, Natural England considered that there were a number of outstanding issues relating to requirements under the Habitats Regulations which need to be resolved prior to the submission of the Core Strategy and that the nature and complexity of some of these issues, particularly those around sewage discharges, had the potential to impact on the proposed Core Strategy production timescales.
- 17 Work is continuing to address the concerns raised through direct contact with these agencies, partnership work such as the Water Steering Group and the continuing development of the evidence base.
- 18 Work has been ongoing in several areas to address a number of the issues raised during the consultation and this is set out in later sections of this report. The consultation responses demonstrate that a level of public concern and opposition remains regarding the emerging proposals of the Core Strategy and, in particular, strategic proposals at Hereford, including matters regarding the provision of a relief road, and growth in the market towns. Evidence, however, continues to indicate that the level of development proposed in the emerging plan, together with the accompanying package of necessary infrastructure improvements is entirely appropriate in order to improve the social and economic well-being of Herefordshire over the next 20 years.

Changes to the planning system

- 19 The new NPPF was published in March 2012 providing a significantly simplified and reduced level of Government Planning Policy (from more than 1,000 pages to around 50 pages). Previous advice from Government had indicated that the LDF, including

Core Strategies, should be concise and need not repeat national planning policy. With a much more streamlined national policy document and the intention of the Government to revoke Regional Spatial Strategies it will be necessary to ensure that the LDF is not silent on aspects of planning policy which are important to Herefordshire but which previously have been adequately covered by national planning policy. As a result, there may be a need to provide a more comprehensive suite of policies in some topic areas or look to continue to save existing UDP policies. In addition, there is likely to be a need to provide a more detailed policy framework on some issues which are important at a county-wide level and which are unlikely to feature in the preparation of Neighbourhood Plans, for example, minerals and waste policies and policies for gypsies and travellers.

- 20 Herefordshire Council's approved Local Development Scheme (LDS) identifies the intention of producing two detailed development plan documents setting out specific allocations and policies for Hereford and for Market Towns and Rural Areas. With the new ability for local communities to produce neighbourhood plans there is a need to reconsider the LDS. Although it is not clear at present how many neighbourhood plans will be produced across the County the Council has already responded to considerable initial interest in producing such plans at both Parish and Town Council level by establishing a Neighbourhood Planning Team. In recent months a number of Core Strategies have been suspended or withdrawn at examination because of their inability to show how housing targets will be achieved. It will be important that planning policies at a County level are able to clearly demonstrate how strategic targets can be delivered on the ground, provide a policy framework for determining development proposals where a neighbourhood plan does not exist or is silent and be sufficiently flexible so as not to unduly prevent the development aspirations of local communities being achieved in neighbourhood plans.
- 21 The NPPF also highlights the need to accord with the new Duty to Cooperate requirements which will be considered by the Inspector at Examination and places increased emphasis upon demonstrating viability of plan proposals.

Evidence Base update

- 22 The announcement in August 2011 of Enterprise Zone status for Rotherwas came after Cabinet's approval of the principles of the Revised Preferred Option in July. As a result of the announcement the Revised Preferred Option Background Paper indicated that there may be implications in terms of additional infrastructure requirements for the Enterprise Zone and that further consideration would need to be given as the plan progressed. Studies were commissioned (by Amey and SQW) to examine the economic, wider social and traffic impacts of an eastern link road extending from the Rotherwas Enterprise Zone to the A438 Ledbury Road.
- 23 The Amey report will consider engineering, environmental and traffic impacts, of an Eastern Link. In addition, SQW have been commissioned to consider the economic impact of an eastern link upon the proposed Rotherwas Enterprise Zone. This work is underway.
- 24 The Revised Preferred Option also proposed to modify the southern route corridor of the Hereford relief road to take account of the original by pass route between the A49 and the A465. To consider this route in greater detail and to take into account various consultation responses, Amey were commissioned to assess the environmental and amenity issues associated with the corridor.
- 25 The Amey report recommends that the route corridor to be taken forward should

incorporate those consulted upon at both preferred options and revised preferred options consultation stages. The report recognises that constraints exist with some potential routes relating for instance to the earthworks balance, the impact upon the setting of the historic assets and concerns relating to the crossing of Newton Coppice and the impacts of the Southern Corridor and the Western Relief Road Route on the Belmont Abbey complex. It should be noted that representations regarding the Southern Corridor have continued to be raised through letters and emails in the period since the end of the Revised Preferred Option consultation, including a petition expressing concerns regarding the potential impact of the road upon the Abbey complex and the results of a local survey undertaken by Callow and Haywood Parish Council.

- 26 The report recognises that retaining the corridor in this form has disadvantages in relation to the ongoing concerns of the public and other interested parties in the vicinity of the routes. It recommends that a preferred route is selected by means of the staged assessment in accordance with the Design Manual for Roads and Bridges and WebTAG, and that this is completed at the earliest opportunity to reduce the time that this uncertainty is felt.
- 27 In July 2011 the Local Housing Requirements Study produced by GL Hearn was published which recommended a housing target within the range 14,400-18,000 would be a realistic target to establish within the Core Strategy. As a result of this evidence an examination of past completion rates and other housing data was undertaken and the impacts of the depressed housing market assessed in determining a Revised Preferred Option target of 16,500 new homes for the period 2011-2031. Higher housing targets are not considered deliverable while a lower target would result in little growth in the local economy.
- 28 GL Hearn were subsequently asked to set out revised projections for population and household growth for the county, taking account of the level and distribution of housing proposed in the Revised Core Strategy Preferred Options. The study estimates that completing 16,500 new homes in the County would support a 12.3% growth in the County's population over the 20 year period, with the population increasing by 22,450 persons. The report also indicates that the age structure of the population will also change with the strongest growth in the population in those aged over 75, particularly as a result of improvements in life expectancy. However, the level of housing provision proposed is also predicted to support growth in the number of people in employment of 7.7%. Therefore although the trend towards an ageing population will continue the level of housing proposed in the Core Strategy will enable continued growth in the local economy. The recent study of the Housing and Support Needs of Older People in Herefordshire will be taken into account in ensuring that relevant demographic pressures are appropriately addressed.
- 29 As part of the LDF evidence base and in accordance with the NPPF the Council produces a Strategic Housing Land Availability Assessment (SHLAA) which is updated on an annual basis. The Assessment provides a technical assessment of the potential for new housing to be built in the County over the plan period. In addition the Assessment sets out an indication of whether the Council can demonstrate a five-year supply of specific and deliverable housing land. The most recent review of the SHLAA indicates that Herefordshire Council cannot demonstrate a five-year housing land supply (the SHLAA indicates the County had a 4.6-year supply in 2011). This is important as the NPPF indicates that local authorities should provide five years worth of housing land with an additional buffer of 5% and 20% where there has been a record of persistent under delivery (para 47) and that relevant policies for the supply of housing land should not be considered up-to date if a five-year supply cannot be

demonstrated (para 49). The issue of the size of any housing land buffer in Herefordshire will need to be considered as part of the review of SHLAA and the Annual Monitoring Report process.

- 30 Given the lack of a demonstrable five-year housing supply it is likely that there will be more planning applications for housing proposals that fall outside the existing UDP policy context. In providing pre-application advice or considering applications it is suggested that an interim approach should be taken which recognises the absence of a 5-year supply of housing land but aims to ensure that new housing development is located at sustainable locations. In determining planning applications this should mean that housing proposals of acceptable scale and design may be permitted where they:
- fall at locations that currently have settlement status within the UDP;
 - are located adjacent to the existing settlement boundary;
 - in terms of sites of 5 or more units, they should be sites that have been assessed through the SHLAA as having low or minor constraints.
- 31 In addition, the housing land situation should be taken into account in determining planning applications advanced for strategic sites identified through the emerging Core Strategy should proposals be received prior to the adoption of the plan.
- 32 All such applications will need to be determined by Planning Committee as they would not be consistent with the adopted UDP. This approach would not rule out other sites but the onus will be firmly on the applicant to demonstrate why the location is sustainable and appropriate for additional housing and, the environmental and other impacts of the development are acceptable. Although an interim approach is necessary in respect of this aspect of the UDP, planning applications will be required to accord with other adopted UDP policies.

Ongoing work

- 33 There remain a number of key areas where ongoing work is required in order to be able to demonstrate that the Core Strategy is soundly based. In respect of water related issues a key matter is the potential impact of the proposals of the Core Strategy upon the integrity of the River Wye SAC which is primarily related to the phosphate levels in the Rivers Wye and Lugg. It is essential that, before being submitted to the Secretary of State, the Core Strategy can be demonstrated to be fully compliant with the Habitats Regulations. In order to address the issue a Water Steering Group has been established with officers from Herefordshire Council, Natural England, the Environment Agency and Welsh Water working in partnership to address the issue and identify possible solutions
- 34 Demonstrating that the proposals of the plan are both viable and deliverable will be an important element of any Examination in Public and was another concern raised during the Revised Preferred Option consultation. An Economic Viability Study undertaken at Preferred Option stage indicated that meeting the proposed affordable housing target and achieving the level of development contribution based upon initial work on an IDP was not possible in the short term. The Report suggested a number of possible approaches to deal with this issue. Subsequently with amended proposals set out in the Revised Preferred Option and with work continuing to refine the IDP additional viability work has been commissioned which will not only provide evidence for the Core Strategy but is also intended to help in the preparation of the CIL. Given the changes

to the LDF timetable it is proposed that the CIL be produced in parallel with the progress of the Core Strategy, in order that it can be examined at the same time and adopted at the earliest opportunity.

- 35 As previously indicated above the preparation of neighbourhood plans will enable local communities to identify and plan for their own development needs. Given these changes to the planning system consideration of a different approach to the previous draft rural housing policies published in August 2010 would now seem appropriate. Such an approach would enable rural development to be identified in neighbourhood plans and also reflects comments raised during the Revised Preferred Option consultation to provide a more flexible approach to rural housing development. Any rural policy framework should also provide the basis for determining proposals where no neighbourhood plan exists and it will be necessary to demonstrate to an Inspector that the strategic target of 5,300 new dwellings in rural areas will be achieved by 2031. Public consultation upon such a new rural policy approach would be necessary and the implications of the new approach taken into account in undertaking the Sustainability Appraisal of the plan.
- 36 It is proposed that a further round of consultation is needed on a draft Core Strategy, prior to submitting to the Secretary of State and its public examination. This is to ensure that potential risks arising from recent case law are addressed, by providing consolidated documentation and clarifying outstanding matters including in respect of the Hereford relief road, the Rotherwas Enterprise Zone and rural housing policy. It is important that the draft Core Strategy is accompanied by Sustainability Appraisal (SA)/SEA and HRA reports to ensure full compliance with the regulations. The preparation of a consolidated set of documentation, produced for the proposed consultation, also provides the opportunity to clarify the reasons for rejecting alternative options in an accessible form. The consultation will take into account the agreed recommendations of Overview and Scrutiny Committee at its meeting of 9 December 2011, in respect of the principles to be applied when undertaking consultation.

Local Transport Plan

- 37 Council agreed the adoption of the LTP2 as its interim transport strategy pending the finalisation of the LDF submission at its meeting of 4 March 2011. As such, LTP2 remains the adopted transport strategy for Herefordshire. There is a statutory requirement for a highway authority to have an adopted LTP. Department for Transport confirmed that it was acceptable for Herefordshire to adopt its existing LTP as its interim transport strategy at the time of the decision in 2011 and that it was a 'local' decision.
- 38 The decision to coordinate the adoption of the LDF and LTP was sensible, seeking to ensure integration of long term land use planning and growth proposals with appropriate complementary transport infrastructure proposals. However, there is no statutory or other legal requirement to adopt these strategies at the same time.

Options for Local Transport Plan Adoption

- 39 Given the anticipated delays in adopting a final LDF Core Strategy it is now sensible to consider adopting a revised transport strategy in advance of the LDF. There are 3 broad options:
- a. LTP Option 1: Maintain the linkage between the two strategies such that the next LTP will continue to be delayed until such time that the Council is ready to

adopt the LDF core strategy. The revised timetable for adopting the LDF would indicate that this would be Spring 2014.

- b. LTP Option 2: Prepare a LTP covering the period to 2014/15, which does not prejudice the ongoing development of key elements to be considered in the Core Strategy, and seek to adopt this in advance of the Core Strategy. This option would maintain the linkage with the LDF timetable and include the provision for eventual adoption of an LTP to cover the period to 2031 which is coordinated with the adopted Core Strategy.
- c. LTP Option 3: To abandon the linkage between the two strategies and prepare a completely revised LTP strategy which can function independently of the eventual Core Strategy. This option is not recommended due to the interdependence between planned growth and the resultant supporting infrastructure and wider transport benefits.

Recommended Option and LTP (to 2014/15) Coverage

- 40 It is recommended that Cabinet pursues LTP Option 2. This will allow a refresh of transport policy areas which have moved on since adoption of LTP2 and the inclusion of an updated programme to cover the period to 2014/15.
- 41 Key areas of transport policy development which would be covered in a revised local transport plan (to 2014/15) include:
 - a. car parking strategy and parking supply in Hereford;
 - b. the priorities developed through the bus services review and consultation in 2011;
 - c. initiatives which will help longer distance commuters and rural access;
 - d. the City Centre Streetscape Hierarchy of Streets;
 - e. progressing the A49 to A465 highway link to identify a preferred route; and;
 - f. setting out proposals to address congestion issues in Hereford including the Destination Hereford programme and the infrastructure capacity review.
- 42 It would also be helpful for a strategy update to set out the short term delivery programme as the Council has certainty for its LTP capital funding programme to 2014/15.
- 43 Public consultation was carried out on a draft LTP3 in autumn 2010 and specific stakeholder engagement has continued to take place since this time (on such matters as bus services, community transport and highway improvements). It is recommended that a final round of public consultation is carried out on the draft LTP prior to consideration by Cabinet and Council to ensure that the public have had a chance to influence the strategy. This consultation will take into account the principles agreed with the Overview and Scrutiny Committee.

Ongoing Linkage with Core Strategy

- 44 The longer term strategy linkages with the LDF covering significant matters such as the relief road, strategic housing sites and the development of employment land are vital to maintain. In addition, the outcome of the viability assessment and the

development of a CIL need to be supported by complementary land use and transport strategies. This will help ensure that the Council can deliver strategic infrastructure and manage the interaction with private sector led development and funding opportunities. This will require the ongoing linkage of the two strategy areas and would mean that a refreshed LTP would be developed when the long term planning strategy is adopted.

Timetable for the Local Transport Plan

45 The proposed timetable below sets out key dates in the process for developing and adopting a short term LTP. It allows for an additional round of public consultation, based on a completed draft Plan. It also identifies the ongoing development of the longer term LTP strategy and its adoption in coordination with the anticipated timetable for adopting the LDF Core Strategy.

Date	
July 2012	Cabinet
July – October	Preparation of a Draft LTP Strategy and Delivery Plan (to 2014/15).
Autumn	Consultation
January 2013	Cabinet
February 2013	Council Adoption of LTP
July 2013 to Spring 2014	Maintain linkages with Core Strategy development and review LTP Strategy (to 2031)
Summer 2014	Adopt LTP to 2031

Moving towards a final Core Strategy

46 In order to ensure a sound Core Strategy the following steps are proposed prior to the submission of the document to the Secretary of State:

- preparation of a fully drafted Core Strategy for Cabinet approval and subsequent consultation;
- completion of a proportionate and consistent evidence base to cover the plan period up to 2031;
- completed SEA and HRA reports which are fully compliant with the respective regulations;
- demonstration that the Core Strategy proposes a suite of viable proposals that are flexible and can be delivered.

- 47 Having fully considered the consultation responses to the Revised Preferred Option and in the light of technical evidence Officers advise that the broad principles set out as part of the Revised Preferred Option remain an appropriate basis for developing a sound Core Strategy. It is recommended that Cabinet endorse the following proposals as forming the basis for working towards a draft Core Strategy.
- 48 In providing such a clear steer to the strategy Cabinet would provide a basis for Officers to draft the document and would also give weight to the emerging plan which could start to be applied when making planning decisions. Such an approach would be useful when demonstrating how the Council is expecting to deal with issues such as the lack of a five-year supply of housing land. However, the NPPF also recognises, in paragraph 216, that the extent to which there are unresolved objections in respect of emerging plans should also be taken into account in making planning decisions.
- 49 It is proposed that Cabinet agree to the following for inclusion within the Draft Core Strategy (subject to the outstanding issues identified earlier in this report being successfully resolved):
- that the Core Strategy covers the period 2011-31;
 - provision of 16,500 net new dwellings and enables the development of 148ha of employment land across the County;
 - at Hereford an overall target of 6,500 new dwellings including the proposed urban extensions at Holmer (500 dwellings), Lower Bullingham (1,000 dwellings) and Three Elms (1,000 dwellings);
 - reference is made within the Core Strategy to the Rotherwas Enterprise Zone and new strategic employment land is provided at Three Elms (as part of the proposed urban extension);
 - the Core Strategy continues to propose the western relief road with amended route corridor to the south in line with the recommendations of the Amey report;
 - in the Market Towns the following table sets out the basis of the Core Strategy proposals;

	Housing Target	Other Development
Leominster	2,300 new dwellings with 1,500 on the strategic site.	Strategic employment site.
Ledbury	800 new dwellings with 700 on the strategic site.	Strategic employment site.
Ross-on-Wye	900 new dwellings with 200 on the strategic site.	Continuing with the Model Farm employment proposal as identified in the UDP
Bromyard	500 new dwellings with 250 on the strategic site.	Strategic employment site.
Kington	200 new dwellings but no strategic allocation.	Recognition that employment land is needed to be identified as part of

		a lower tier plan.
--	--	--------------------

- at Bromyard, with the recent refusal of planning permission of housing at Porthouse Farm and with the Town Council proposing alternative proposals, further consideration of the Core Strategy proposals for the town is required. This work to be undertaken in consultation with local members prior to the draft plan being considered by Cabinet;
- the strategic requirement to accommodate 5,300 new dwellings in rural areas over the plan period continue through the development of an alternative flexible approach to rural policies promoting new development where supported by neighbourhood plans and/or supported by the local community;
- that the Core Strategy includes a policy to ensure that development proposals will only be permitted where it can be demonstrated that the treatment of waste water will not result in the River Wye SAC exceeding its Conservation Objectives and require that new residential development incorporates the highest level of water efficiency;
- the Core Strategy policies recognise and plan to address current and future demographic trends to meet the needs of all sections of the community including older people and children and young people;
- a comprehensive examination of the emerging policy framework is undertaken to determine whether any significant policy gaps exist in view of publication of the NPPF and impending revocation of Regional Spatial Strategy. As part of this work it will be necessary to consider enhancing existing draft policies, preparing new policies or continuing to save a limited number of UDP policies.

50 Attached below is a suggested timetable setting out the various stages to the adoption of the Core Strategy. The timetable assumes that outstanding matters are sufficiently resolved by the end of September in order to allow for a draft Core Strategy to be progressed. Should it not be possible to identify firm solutions by this date it will be necessary to revisit the timetable.

Date	
July 2012	Cabinet
July – September	<p>Continuing work on outstanding elements, including:</p> <ul style="list-style-type: none"> • Ongoing development of the evidence base, including viability work and updated retail and employment evidence. • Completion of road studies, including the Eastern Link work and upgraded modelling. • Work on water quality issues with statutory bodies and water companies (water steering group). • Progressing approach to rural areas and other place specific issues. • Ongoing Policy drafting.

October - November	<p>Subject to sufficient progress being made upon the outstanding elements of work:</p> <ul style="list-style-type: none"> • prepare draft Plan • Prepare SA/HRA reports.
December 2012	<ul style="list-style-type: none"> • Cabinet
Early 2013	Consultation upon Draft Plan and SA/SEA and HRA report
Spring 2013	<ul style="list-style-type: none"> • Analyse consultation response • Amend draft plan as necessary
July 2013	<ul style="list-style-type: none"> • Cabinet • Council approval of Plan
Late summer 2013	Pre-submission publication
Late 2013	Examination in Public
Spring 2014	Adoption

- 51 The preparation of the CIL charging schedule, which itself will be subject to consultation, will need to ensure that it is completed in time to be considered alongside the Core Strategy at the Examination in Public.
- 52 In addition to the Core Strategy and CIL other development plan documents are likely to be required to enable a comprehensive LDF. A revised Local Development Scheme will be brought to a future Cabinet meeting setting out a programme to bring such documents forward in more detail.

Community Impact

- 53 The LDF is at the heart of the delivery of key Council strategic objectives for the county. These include promoting economic resilience and diversity, providing decent and affordable houses, and providing good efficient transportation and movement throughout the county, balanced with the need to protect Herefordshire's built and natural environmental resources. The policies concerned are designed to yield significant positive community impacts. This has been guided and informed by extensive consultation to date.

Equality and Human Rights

- 54 In order to fulfil the requirements of S149 of the Equality Act 2010, an Equality Impact Assessment was completed in October 2010. This report shows that previous consultations have been conducted across the county and taken equality issues into consideration. The Equality Impact Assessment will be reviewed prior to the next consultation to ensure that there is no potential for discrimination and that all

appropriate opportunities will be undertaken to advance equality and foster good relations.

Financial Implications

- 55 The Council is facing significant challenges in financial terms and through the national settlement and reductions in funding. The council's five year financial strategy includes an estimated 29.7% reduction in government formula grant. Budget decisions have been based on a set of core principles that include Supporting the Vulnerable. The process also includes fundamentally challenging what the council does to ensure appropriate use of public funding and quality of service.
- 56 In respect of the LDF the additional consultation and evidence base work will be met from currently approved budgets of £506k in total. This is made up of £206k held in reserves and a further £300k to address revenue budget pressures in 2012/13 as part of the Medium Term Financial Strategy.
- 57 Future pressure on the budget will arise from the need to hold an Examination in Public into the soundness of the plan, potential updates to elements of the evidence base which underpins the LDF and work to progress more detailed documents which form elements of the County's planning framework. The directorate will work to mitigate the additional budget pressure by seeking to absorb associated future costs where possible. As a result work is underway to identify and mitigate any impact of likely budgetary pressures upon the LDF process in future years and this will also involve consideration within the Council's financial planning.

Legal Implications

- 58 The provisions of the 2004 Regulations as amended by the 2008 Regulations are mandatory. Section 20 of the Planning and Compulsory Purchase Act 2004 stipulates that before a DPD is adopted by a local authority it must be submitted to the Secretary of State for independent examination. A DPD would not be approved if the relevant provisions of the Regulations were not complied with.
- 59 A further round of consultation on a draft Core Strategy, prior to submitting to the Secretary of State and its public examination will help ensure that potential risks arising from recent case law are addressed, by providing consolidated documentation and clarifying outstanding matters including in respect of the Hereford relief road, the Rotherwas Enterprise Zone and rural housing policy. The draft Core Strategy should also be accompanied by SA/SEA and HRA reports to ensure full compliance with the regulations.
- 60 The need to demonstrate viability has become even more important following publication of the NPPF and that to progress work on the CIL would assist in showing that the plan is sound.
- 61 There are no legal implications related to de-coupling the LDF and the LTP, however, it is important to maintain the key linkage in respect of longer term strategy.

Risk Management

62 **LDF Option 1: proceed without further consultation on the LDF**

The key risks here are around the ability of the document to survive Examination and

any subsequent challenge. On the basis of recent experience elsewhere, it is anticipated that the Inspector would raise issues related to soundness and refer the document back to the Council for these aspects to be addressed. This option will also increase susceptibility to legal challenge.

63 LDF Option 2: carry out further round of consultation on the LDF

This option, whilst in itself a form of risk management, will entail more delay and this in itself carries risks, highlighted below.

LDF Risk	LDF Mitigation
Lack of five year housing land supply weakens ability to control which sites come forward	Steer development to sites assessed in SHLAA Progress pre-application discussions on strategic sites – but see below re CIL.
Reliance on increasingly outdated UDP policies to support planning decisions threatens basis of planning control	Screen UDP policies for compliance with national planning policies Produce Core Strategy
CIL is not available to secure CIL payments from development – including the larger sites, leading to lost funding opportunities	Accelerate CIL to progress in tandem with Core Strategy Address in pre-application discussions Continue to use Planning Obligations SPD up to 2014.

64 There are 2 key risks associated with the LTP and these are summarised with mitigation in the table below.

LTP Risk	LTP Mitigation
Reliance on increasingly out of date LTP2/(Programme, Policies)	Adopt a short term strategy with appropriate updates on key policy areas and a short term delivery programme (LTP Option 2)
(Part) severing the link between LTP/LDF may weaken the strategic case for key infrastructure	Any revised LTP strategy would need to outline the areas of overlap with emerging LDF strategy and set out the circumstances for an early review which would ensure full policy integration as and when core strategy is determined.

Consultees

65 Overview and Scrutiny Committee were consulted on the report at their meeting on 4th July 2012.

Appendices

66 None.

Background Papers

- Hereford Relief Road: Southern Core: Corridor Assessment Report, Amey; and
- Update to Local Housing Requirement Report, GL Hearn.

MEETING:	OVERVIEW AND SCRUTINY COMMITTEE
DATE:	4 JULY 2012
TITLE OF REPORT:	STRATEGIC DELIVERY PLAN FOR TRANSFORMING ADULT SERVICES 2012-2015
PORTFOLIO AREA:	HEALTH AND WELLBEING

CLASSIFICATION: Open

Wards Affected

County-wide

Purpose

To note the final draft of the Strategic Delivery Plan for Transforming Adult Services 2012-2015.

Recommendation

- (a) That the Cabinet Report be noted.

Appendices

- 1 Cabinet Member Report: Strategic Delivery Plan for Transforming Adult Services 2012-2015
- 2 Strategic Delivery Plan for Transforming Adult Services 2012 -2015

Background Papers

- None identified.

MEETING:	CABINET
DATE:	
TITLE OF REPORT:	Strategic Delivery Plan for Transforming Adult Services 2012-2015
PORTFOLIO AREA:	HEALTH AND WELLBEING

CLASSIFICATION: Open

Wards Affected

County-wide

Purpose

To provide the Cabinet Member with the final draft of the Strategic Delivery Plan for Transforming Adult Services 2012-2015.

Key Decision

This is not a Key Decision.

It was included in the Forward Plan.

Recommendation(s)

The Cabinet Member is asked to:

- (a) **approve the Strategic Delivery Plan as a working document to be used across agencies and partners to deliver the necessary transformation for adult services. The plan will be further developed and enhanced by the findings of the Root and Branch Review of Older People and Vulnerable Adults and further input from partners and stakeholders.**

Key Points Summary

- All Councils and Health communities are facing significant challenges due to reducing budgets and increasing demographics.
- In Herefordshire we want people to live fulfilling lives with control over what is important to them. Most people can, and should, be helped and supported by their family, friends and local community. People should only need to access formal health and social care services when they are assessed as needing them.

Further information on the subject of this report is available from Jo Davidson, Director of People's Services on (01432) 260039

- There is a need to have systems and services which are sustainable and offer value for money. This is a national as well as local issue and the strategic delivery plan sets out a transformation programme over three years.
- Members, partners, providers and staff have highlighted that a single plan covering services for adults would be helpful in focusing action and enabling a coordinated approach.
- The Strategic Delivery plan harnesses the activity required to produce significant change to transform services and will incorporate any recommendations from the Root and Branch review of Older People and Vulnerable Adults.
- Various Council services, NHS Herefordshire colleagues, Herefordshire Clinical Commissioning Group, Wye Valley NHS Trust and 2gether Foundation Trust have been involved in the development of this draft.

Alternative Options

- 1 The Council is facing significant challenges in financial terms and through the national settlement and reductions in funding. The Council's five year financial strategy includes an estimated 29.7% reduction in government formula grant. Budget decisions have been based on a set of core principles that include supporting the vulnerable. The process also includes fundamentally challenging what the council does to ensure appropriate use of public funding and quality of service.
- 2 Continuing to provide the same level and type of services in Herefordshire is not an option given the changing expectations of the people of Herefordshire, their families and carers, the changing national agenda, expectations of providers and the serious budgetary issues the Council and health economies face. The delivery plan provides a step change to transform the way in which people are supported to live independently. Alternative options would be to reduce some activity and increase other activity, but this will be informed by the root and branch reviews.

Reasons for Recommendations

- 3 This draft Strategic Delivery and Transformation Plan impacts on the way in which services for adults will be delivered and funded in the future and requires a whole council response to deliver with partner organisations. It is not a plan that focuses solely on the activities for adult social care. The delivery of the plan is a key aspect of the council's corporate plan and contributes to achieving a number of outcomes across the whole of the plan.

Introduction and Background

- 4 The Strategic Delivery Plan for Transforming Adult Services has been developed to take account of national policy direction, the demographic profile of Herefordshire and build on the vision and principles of encouraging people to take responsibility for their own lives and only when necessary access formal health and social care services. It provides a single document setting out the overall approach for adults over the next three years and contributes to the Joint Delivery Plan, the strategic aims of the council and its partners, and is a key part of achieving a balanced budget position.
 - a. The approach has been to consider what needs to take place to impact on key areas of people's lives. e.g. My Care Closer to Home
 - b. The plan gives a clear direction for staff, stakeholders and citizens of what we are intending to achieve and the actions that are required to deliver. It has also been developed to enable a

range of services and stakeholders to play their part in delivery. It is not solely an adults social care or people's services commissioning approach, but contains contributions from public health, housing, health and others. This will be developed through the life of the delivery plan.

- c. All the actions outlined in this Plan are important in terms of transforming adult services. The Health and Wellbeing Board has, however, placed a particular emphasis on transforming services for older people. Actions that will specifically contribute towards this priority are flagged - R
- d. The delivery cards for each section are an essential aspect of the plan in providing clarity on the lead for each activity, being transparent about the funding required to deliver and the savings associated with particular activities. The plan does not include detailed action plans for each activity. These sit with the partners and officers designated to deliver each piece of work, and will be developed as priorities and activities change over time.
- e. The delivery cards continue to be developed and the detail of the delivery plans will continue to be amended during the life time of the plan.
- f. This is the first draft of the Strategic Delivery plan and, while various Council services and NHS Herefordshire colleagues have been involved in the development, there will be wider engagement activity to inform future drafts.
- g. A refinement already under consideration is about emphasising the roles of communities and localities in delivery in line with the vision for adults.

Key Considerations

- 5 Councils nationally are facing significant challenge in respect of demographic increases and reducing budgets.
- 6 Continuing to delivery the same services in the same way to greater numbers of people is not sustainable. There is a need to transform services, make sure services are commissioned and delivered to maximum effect, and where appropriate decommission services.
- 7 Services for adults in Herefordshire are not the sole domain of adult social care and there is a need for a cross council approach, which includes partner agencies, to address all levels of need. The links with communities, partners, the health economy and services are critical to the effective transformation of service in Herefordshire and to achieving appropriate uses of funding.
- 8 There is also a need to be clear and transparent in informing citizens' expectations.
- 9 The government will shortly publish a white paper covering adult social care and this will necessarily require an assessment of the plan and appropriate changes.

Community Impact

- 10 The Service Delivery Plan focuses on what people and communities can do to support themselves and each other and highlights specific pieces of work to enable people to live

as close to home as possible.

Equality and Human Rights

- 11 Any changes to the way in which services are delivered e.g. the end of a contract, will be assessed through an equality impact assessment which considers the affect on service users and the provider. The results of these will be carefully considered alongside statutory requirements, priorities and the resources available.

Financial Implications

- 12 The Delivery Plan is shaped to delivery high quality, value for money services. The delivery cards outline the areas where the development of services and different ways of working will realise cost savings and also cost avoidance. Across the system there are significant budget pressures, particularly for health and social care budgets (which accounts for 35% of the council's budget) which need to be addressed through the fundamental transformation of services. The Delivery Plan establishes what will be done to address this.

Legal Implications

- 13 The delivery plan supports the carrying out of statutory duties and responsibilities.

Risk Management

- 14 Herefordshire's Health and Wellbeing Board has decided services for adults are a priority area. An Adults Forum is being established, chaired by the Director of People and involving senior representatives of partners to oversee the delivery of this plan. The lead member for health and wellbeing will produce an annual report for Herefordshire Council detailing the progress against the plan.

Consultees

- 15 NHS Herefordshire, Herefordshire Public Services, Herefordshire Clinical Commissioning Group, Wye Valley NHS Trust and 2gether Foundation Trust, the Health and Wellbeing Board, the QIPP Board have been involved in the development of the plan. The vision and guiding principles have been made available for comment at provider forums and via the council's internet site for consultation. Once approved as a working document this will be shared and developed further with provider organisations, the third sector and user groups.

Appendices

- 16 Strategic Delivery Plan for Transforming Adult Services 2012 -2015

Background Papers

- None identified.

Strategic Delivery Plan for Transforming Adult Services 2012-2015

May 2012

Draft

Contents

	Page
1. Introduction	1
2. Vision and guiding principles	2
3. Herefordshire solutions	3
4. Definitions	3
5. National Drivers	4
6. Herefordshire Profile	6
7. Performance Framework	7
8. Key areas of work	7
i. My life in my community	8
ii. My support close to home and in my control	11
iii. My dignity and safety	14
iv. Joined up services that make the best use of resources	16
v. My Health and Wellbeing	19
vi. The money in my pocket	24
vii. The People who support me	25
viii. My Housing	27
9. Gap analysis	29
10. Resources	29
11. Monitoring arrangements	29
Appendices:	
▪ Strategic links – list of strategies	30

Draft

1. Introduction

In Herefordshire we want people to have fulfilling lives with control over what is important to them. When we have to provide care and support we want these services to be safe, to afford people dignity and to enable people to continue to be part of their own communities.

People are living longer and in Herefordshire we expect the numbers of people over 85 to double by 2026. People are also living longer with long term conditions such as dementia and disabilities.

National policy drivers are very much about empowering communities to take control. The focus is on preventative services, reducing dependencies on state provided services and ensuring people can remain in their own homes and communities for as long as possible, leading healthy lives.

Herefordshire faces similar challenges to those described nationally. In addition to the ageing population there is a need for lifestyle changes to tackle issues such as obesity and the need to engage with people to deliver the changes needed.

We need to have systems and services that are sustainable and offer value for money for local residents, while giving people in Herefordshire choice and control of their lives.

This involves everyone, and all services. Much is already done by individuals, families and communities themselves. The Council and partners provide support and enable people to make choices for themselves. Adult social care plays an important part of our local delivery and represents 35% of the total council budget. The challenge to councils' budgets is very serious as settlements from central Government continue to reduce.

To achieve this we need to shift from providing high cost services such as residential care to supporting people to live in their own homes and communities as far as possible. We need to work with partners and communities to develop and maintain services to be available when people need support.

We want to work with the people of Herefordshire to reduce dependency and to be clear about what they can expect from the Council. We want people to always have access to high quality services to support them to be independent and formal health and social care services when they are assessed as needing them.

Our Delivery Plan is therefore not fixed until 2015. It is in a constant state of refinement and development as more people and partners become involved, we reassess priorities and the effectiveness of what we achieve together.

It provides the single place that sets out what we are collectively going to do and achieve for adults in Herefordshire and we welcome your involvement.

Need signatures from Jo and Cllr Morgan here

2. Vision and guiding principles

In Herefordshire our vision for health and wellbeing is:

'Working with people in Herefordshire to live independently and to be safe and well'

'We will do this by encouraging people, and their communities, to help themselves and, where necessary, ensure access to advice, care and support which is financially sustainable, of high quality, timely, accessible and innovative'

We will deliver this vision by underpinning all our work with the following principles:

1. As people get older, or are less able, they can do things to help themselves stay independent and well throughout their life.
2. Most people can, and should, be helped and supported by their family, friends and local community.
3. Communities should be involved and encouraged to help those that need support.
4. People are responsible, and where able to, should organise and pay for their own help to remain as independent and well as they can.
5. The local authority and health community will ensure that people and their families are able to get advice about things they can do to help themselves, and to provide information about what help is available. People may have to pay for this help.
6. Where people are less able or become frail or ill, the local authority and the health community will ensure services are provided at home, or as close to home as possible, including using the resources that the person's family, friends and local community can provide
7. Services will protect people's safety and independence with the emphasis on preventing deterioration and/ or in ensuring a dignified and well-cared for end of life
8. Services for people are funded by the people themselves, or by all the tax payers of Herefordshire. Services will be arranged and funded so that they are sustainable and affordable in the short, medium and long term and of good quality
9. Local authority, health, private and voluntary sector services will work together so that people experience a unified, well run single set of services, even if they are provided by different organisations
10. People should require less treatment in hospital and less time in full time residential care through a well thought through community approach. Organisations and people in Herefordshire will work together to make this a reality.
11. If people do not remain at home we will work with them as far as possible to make choices and keep control of their lives.
12. Within three years, Herefordshire should be in the top quartile of authorities in terms of self-help; innovation; value for money; speed of assistance and safety

3. Herefordshire solutions

Herefordshire's Strategic Delivery Plan for Transforming Adult Services sets out the areas of work we will focus on for the next three years. Herefordshire Public Services and partners have been working on many of these areas for some time; however, this delivery plan is the mechanism for pulling them together into a coherent strategy focused on adults. This plan forms part of Herefordshire's approach to deliver the Health and Wellbeing Strategy and is an integral part of our joint work with the health sector, including the Clinical Commissioning Group. Importantly this delivery plan, along with the joint strategic needs assessment, enables others to think about what they can contribute and determine their own actions to enable adults to live independently for as long as possible, and to meet the needs of those that choose or require services and support. The solutions offered reflect national health and social care policy direction.

Localities

Herefordshire aims to coordinate and deliver services in partnership and on a locality basis. This delivery plan will enable localities to be at the heart of our collective approach. This may be through specific commissioning at a locality level, through the use of personalised budgets or local contracts. Where best value is achieved through commissioning at a larger scale, the delivery will wherever appropriate be at a local level. The plan is not set out with a section for each locality, as service delivery will vary according to local need and the plan establishes a whole county approach. However, specific initiatives will be taken forward at a locality level.

4. Definitions

The law relating to Adult Social Care dates back to the National Assistance Act 1948 and since then there has been a plethora of additional legislation leading to complexities both for those delivering the services in interpreting the law and for those who receive services to fully understand their entitlements.

The Law Commission was tasked in 2008 to undertake a review Adult Social Care and published its report in May 2011.

This includes a definition of Adult Social Care as it currently stands

“Adult social care means the care and support provided by local social services authorities pursuant to their responsibilities towards adults who need extra support. This includes older people, people with learning disabilities, physically disabled people, people with mental health problems, drug and alcohol misusers and carers. Adult social care services include the provision by local authorities and others of traditional services such as care homes, day centres, equipment and adaptations, meals and home care. It can also extend to a range of so-called non-traditional services – such as gym membership, art therapy, life coaching, personal assistants, emotional support, and classes or courses. Adult social care also includes services that are provided to carers – such as help with travel expenses, respite care, and career advice. Finally, adult social care also includes the mechanisms for delivering services, such as assessment, personal budgets and direct payments.”

The government has announced that it will introduce legislation in 2012 to implement many recommendations of the Law Commission which will simplify the statutory

framework and be based on the overarching principle that the purpose of adult social care is to: “promote or contribute to the well-being of the individual. In effect, individual well-being must be the basis for all decisions made and actions carried out under the statute.”

The recommendations cover areas such as:

- Assessments
- Eligibility
- Carers assessments and eligibility
- Provision of services
- Adult protection
- Ordinary residence
- Health and Social Care divide

5. National Drivers

With the emphasis on prevention and early intervention, *Putting People First* set out the shared agreement between Government, Local Government and their partners for the transformation of adult social care. This has now been further strengthened by Think Local Act Personal with broadly similar aims and goals. The agenda clearly set out change in a number of key areas:

- The extension of choice and control to all citizens with care or support needs;
- The importance of information and advice for citizens with care or support needs, regardless of whether they are state funded or using their own resources;
- The importance of services that promote independence and prevent people needing ongoing care or support where this can be avoided;
- The importance of “universal services” in the lives of all citizens, especially those with care and support needs;
- The importance of all stakeholders working together to shape communities, with the needs of citizens at the centre;
- The continued importance of ensuring the cost effective delivery of services.

Use of Resources in Adult Social Care October 2009 set out the challenge to Local Authorities of self assessing effective use of their Adult Social Care resources. It recognises that some of “...the interventions which will lead to transformational reform for adult social care will take a minimum of five years to deliver” and presents a series of key questions to commence this process.

It refers to local authorities falling into two groups Careland and Communityland – the highest and lowest share of spending on residential and nursing care respectively. It suggests that an “excellent” authority should have a balance of services available with not more than 40% of its overall adult social care budget being spent on residential care.

A Vision for Adult Social Care November 2010 outlined the vision for a modern Social Care System which is built on seven principles:

- Prevention
- Personalisation
- Partnership
- Plurality
- Protection
- Productivity

- People

The direction is to empower citizens and communities and those who use services to develop a range of preventative and other support which will help to reduce isolation, improve health and wellbeing and better manage the demand for formal health and care. The vision is clear that none of this can be achieved in isolation and very much depends on working closely with partners and, importantly, communities.

Healthy Lives Healthy People November 2010 looked to tackle the wider social determinants of health. The White Paper was seen to complement *A Vision for Adult Social Care* in “emphasising more personalised, preventative services that are focussed on delivering the best outcomes for citizens and that help to build the Big Society”. It refers to “designing communities for active ageing and sustainability” making active ageing the norm.

In 2011 Department of Health undertook a consultation exercise *Caring for our Future* bringing together the Law Commission Review and the Dilnot report which considered future funding arrangement for those who needed care.

The feedback from the consultation focussed on

- sharing responsibility for improving the system,
- move to an approach which focuses on building individual and community assets,
- empowering people with choice and control through a universal offer for information, advice and care navigation for citizens balancing national and local information,
- re-balancing the social care market to encourage innovative and preventative action,
- develop integrated and transformational leadership underpinned by a quality workforce,
- strengthen the social care quality framework,
- pilot direct payments in residential homes,
- mainstream housing and planning into care planning,
- develop shared outcome measures based on the user/carer experience,
- and striking an appropriate regulatory environment for financial products

The feedback from the engagement is being used to understand the immediate and longer term priorities for social care reform, with Department of Health continuing to work with stakeholders to develop the policy recommendations to help them decide the approach to the Care and Support White Paper and to progress the report on funding reform, legislating at the earliest opportunity including many of the recommendations from the Law Commission Report.

6. Herefordshire Profile

This Strategic Delivery Plan for Transforming Adult Services has been informed by the Joint Strategic Needs Assessment, which is refreshed throughout the year and published annually.

This Plan has also been informed by the findings and recommendations resulting from the 'Study of the Housing and Support needs of Older People in Herefordshire', January 2012 (Peter Fletcher Associates and arc4), commissioned by Herefordshire Public Services (HPS). The study identified a range of housing-related approaches at a strategic and operational level which would enable HPS and its partners to respond to the growing older population in the county.

Further detailed statistics are also available on the [Facts and Figures website](#). Some of the significant issues facing Herefordshire include:

- The population of Herefordshire is 177,800 of which 24% of the population is over retirement age (compared to 19% nationally)
- It is predicted that the number of older people with dementia in Herefordshire will rise from 2,821 to 5,572 in 2030 an increase of 92%.
- Life expectancy for men is 77.6 years (compared with 76.9 for England) and for women is 82.4 years (compared with 81.1 for England)
- In Herefordshire the number of people over 65 is expected to rise by 18% in the next five years, whilst the number of people under 65 is expected to fall
- The number of people aged 85+, who have by far the greatest needs for health and social care, is expected almost to double in Herefordshire, from 5,200 in 2008 to 10,200 in 2026
- The rate of physical disability and mental health ill health among the adult population under 65 is predicted to remain virtually the same. (stable prevalence, no population growth until 2030). However, there is an increasing complexity of need.
- The rate of learning disability will increase slightly in numbers until 2030. However, within this the population of clients, their carers will age significantly and younger clients joining the cohort have more intense needs. In addition their carers have more expectations for independent living.

Anyone with an apparent potential need for social services is entitled to receive a formal assessment ("Community Care Assessment"). Social care services are those provided following a Community Care Assessment to people who meet Herefordshire's eligibility criteria. Like most councils (79%) Herefordshire arranges social care services for adults whose needs are assessed "substantial" or "critical."

20% of referrals to adult social care in 2010-2011 were self referrals, 16% came from primary/community health services and 10% from family or friends. Of all the assessments completed for social care clients in Herefordshire, 38% of clients were aged 18-64 and 62% aged over 65. Herefordshire had a slightly higher percentage of 18-64s compared with the comparator group. Physical disability accounted for the highest percentage of completed assessments (58%). However, Herefordshire also had a large percentage defined as "other vulnerable group" (30%). This was the highest of all the comparator group and England.

62% of new clients waited less than or equal to two days for a completed assessment from first contact. This is significantly better than the comparator group and England. Just 2% of new clients waited more than 3 months for their assessment to be completed.

Of those social care clients in receipt of services, 65% were aged 65 and over. This is broadly similar to the comparator group and England. As with assessments, 61% of clients receiving services were physically disabled; 10% were in other vulnerable groups. Of the social care clients in receipt of community based services, 62% were aged 65 and over and 61% were physically disabled. Again, this is broadly similar to the comparator group and England. Of clients receiving community based services, 28% received home care, 20% day care, 6% meals, 2.8% short term residential care, 5% direct payments, 50% professional support (eg occupational therapists, psychologists etc), 27% equipment and adaptations and 6% other services.

90% of new clients in Herefordshire waited less than or equal to two weeks from their assessment to the receipt of all the services they required. This is better than the comparator group and England. Just 5% of clients waited more than 6 weeks for all their services.

In 2011, there was a small increase in the number of people receiving home care but a large increase in the amount of care that people receive. Similarly with residential care and nursing care, the numbers have stayed similar but length of stay and costs have increased significantly. The biggest increases have been in relation to older people and people with mental health difficulties. Compared with similar authorities, Herefordshire's overall unit cost for residential, nursing and intensive home care for 2010-11 ranked as 9th most expensive.

The majority of completed reviews in Herefordshire related to those aged 75 and over (58%). Herefordshire's performance in relation to completed reviews by age group is broadly similar to the comparator group and England.

In 2010-2011, 81.6% of older people achieved independence through rehabilitation/intermediate care following a spell in hospital. However, this is below the comparator group (85.2%) and England (83.1%).

According to the 2010 Adult Social Care survey, social care users report a higher level of satisfaction (scoring 19.2 out of a possible 24) with the services received than the comparator group (19) and England (18.6).

The percentage of social care clients receiving self-directed support – direct payments and individual budgets – is significantly below that of the comparator group and England. Just 5.9% of clients receive self-directed support compared with 30.2% for the comparator group and 30.1% for England. Herefordshire is the lowest in the comparator group.

Similarly, carers in Herefordshire receive fewer services than in the comparator group and England. 25.8% of carers received a needs assessment or review and a specific carer's service, advice or information, compared with 29.2% for the comparator group and 28.7% for England. The breakdown by age of the carers in Herefordshire in 2010-2011 was 55% aged 18-64, 10% aged 65-74 and 35% were 75 and over. The majority of carers are caring for people with a physical disability (75%).

In relation to learning disabilities, Herefordshire performs well ahead of the comparator group and England. 77.6% of people with learning disabilities are in settled accommodation, compared with 56.8% for the comparator group and 60.6% for England. 12.1% of adults with learning disabilities are in employment, compared with 9% for the comparator group and 7.1% for England.

Performance in relation to adults in contact with secondary mental health services is less positive. 46.6% were in settled accommodation, compared with 66.5% for the comparator group and 66.7% for England. 10.6% of adults in contact with secondary mental health services were in employment, compared with 13.3% for the comparator group and 9.2% for England.

Charging for services

No one in Herefordshire is expected to pay for social care services if they cannot afford to, because everyone is offered a financial assessment which takes into account income and assets in line with national guidance. There are a range of benefits which individuals may also be eligible for that can assist with paying for care. In Herefordshire approximately 50% of people receiving social care services do not pay for their service.

However, as is true across the country the way needs are met and the payment for this, is a significant issue for individuals and for the council and partners.

7. Performance Framework


A fundamental part of our approach is not to prescribe all the activities required to enable and support adults, but to present the key issues facing Herefordshire in an informed, accessible way and to be clear about what Herefordshire Public Services will do for its part.

It is important that, collectively, we focus on activity that has a strong track record of delivering change, whilst also enabling local innovation together. The Strategic Delivery and Transformation Plan can be used by local partnerships, private, voluntary and community organisations to think what they can do to take part enabling and supporting adults, to put thought into action and to pledge their involvement. We will collect these pledges and use them to assess how we are achieving our aims in Herefordshire. This plan is necessarily at a high level and will be supported by active engagement from other organisations, and by detailed action plans on the part of the council to deliver the areas of work.

Herefordshire's Health and Wellbeing Board has decided services for adults are a priority area. An Adults Forum is being established, chaired by the Director of People and involving senior representatives of partners to oversee the delivery of this plan. The lead member for health and wellbeing will produce an annual report for Herefordshire Council detailing the progress against the plan.

8. Key areas of work

The Strategic Delivery and Transformation Plan sets out the key areas of our work. Each section establishes what we are aiming to achieve, why it is important and what we will do.

The actions outlined in this Plan are important in terms of transforming adult services. The Health and Wellbeing Board has, however, placed a particular emphasis on transforming services for older people. Actions that will specifically contribute towards this priority are flagged -  Each section has a scorecard to enable progress to be measured in year. A revised score card will be developed for each year of the plan.

My life in my community

What are we aiming to achieve by 2015?

For adults in Herefordshire to be as independent as they can be for as long as they can be.

Why is this important?

- National evidence suggests that people want to remain independent as long as possible.
- The costs of caring for people with complex social care and health care needs are set to rise and as our population ages, it is more important than ever that social care gives older people choice and control over services that help them to remain independent
- Adult Social Care Survey 2011 (Herefordshire) - over a third of respondents felt they could not or they had difficulty getting around the house and/or in and out of bed
- Adult Social Care Survey 2011 - 37% of respondents could get to all the places in their local area that they wanted, 45% found this difficult or were unable to go, and 18% did not leave their homes
- People know what choices are available to them locally, what they are entitled to, and who to contact when they need help.(measured by Adult Social Care Outcomes Framework (ASCOF) outcomes 3d)

What we will do?

- Work positively with other council departments, partner agencies, communities and stakeholders to ensure adults in Herefordshire have access to high quality universal services only accessing specialist health and social care services when needed
- 🚩 Develop high quality information and advice services for people, whether or not they are eligible for services, signposting to these services at every opportunity.
- 🚩 Expand the availability of assistive technology, including telecare, to enable people to stay at home.
- 🚩 Work with housing providers to promote the use of the National First Stop housing advice service
- 🚩 Continue to develop and improve Home Improvement Agency related services, and increase awareness of and information about them.
- 🚩 Ensure efficient use of the Disabled Facilities Grant budget.
- Develop a new service model to replace the traditional day care provision
- Expand opportunities for supported living to enable people to live independently within their community.
- Develop increased capacity for handyperson services.
- Introduce universal, preventative support service for people who experience issues with their housing and maintaining their homes.
- 🚩 Support carers to maintain their caring role
- Continue to work on the new model of enablement helping people with a disability, including learning disabilities, to develop life skills for independent living that reduce dependency on the provision of social care

- To develop a pathway to employment for those with learning disabilities.

Main partners for delivery:

Herefordshire Public Services
 Third Sector
 Communities
 Clinical Commissioning Group
 Wye Valley NHS Trust
 Housing providers

My life in my community

By April 2013, adult services in Herefordshire will look like this:

- People with learning disabilities and their families will have greater choice and control over where and how they live
- People with a learning disability and their families will know how to get housing advice and support and will have the opportunity to plan for their housing needs
- Planning for young people with a disability moving into adult services will be improved with the aim to reduce dependency on long term support
- People will have access to good information to enable them to make choices
- Assistive technology will keep more people in their own homes.

To achieve this, we will do the following:

<i>Activity</i>	<i>Timescale</i>	<i>Lead</i>
Seek approval for and implement the Learning Disability Housing Strategy 2012 – 2016	By October 2012	Commissioning Lead Learning Disability
The range of accommodation and housing needs will be extended to meet the housing needs in particular of: <ul style="list-style-type: none"> • Young adults with learning disabilities and other complex/physical disabilities • Older adults with learning disabilities who are becoming frail and/or developing other physical/health needs. • Adults with learning disabilities who need wheelchair accessible housing • Adults with autism or complex health needs • Young people under 30 who require shared supported accommodation • Procure an enablement service based on a new model of enablement helping 	By April 2014	Commissioning Lead – Learning Disability
	October 2012	Commissioning Lead Learning

people with a disability, including learning disabilities, to develop life skills for independent living that reduce dependency on the provision of social care.		Disability
Increase the offer for assistive technology through a tender process.	October 2012	Commissioning Lead Older People/Physical Disability
Further develop information website and catalogue.	September 2012	Commissioning Lead Personalisation

We will use this money:

Amount

Funding source

£90 k over a 2 year period (£45k per annum)

DH Passported monies

£250k to increase offer of assistive technologies

DH Passported Monies/Council

And realise these savings and/or avoid these costs:

£358k. Saving to be achieved by re-designing residential care packages where appropriate into shared care supported living. This includes more effective use of existing block contracts for those supported accommodation providers.

£1.2m cost avoidance through use of assistive technologies

My support close to home and in my control

What are we aiming to achieve by 2015?

For every adult in Herefordshire to be able to access support that meets their needs as close to home as possible and to manage their own support as much as they wish.

Why is this important?

- To delay and reduce the need for care and support (Adult Social Care Outcomes Framework (ASCOF) outcome 2)
- People manage their own support as much as they wish, so that they are in control of what, how and when support is delivered to match their needs (ASCOF outcome 1b-c)
- Carers can balance their caring roles and maintain their desired quality of life (ASCOF outcome 1d)
- Adult Social Care Survey 2011 (Herefordshire) Around 60% of respondents indicated that care and support services help them have control over their daily lives.

What we will do?

- 🚩 Continue to offer a personal budget to all people eligible for services either following review or following assessment.
- 🚩 Develop robust reablement services to help people maintain, or regain, independent living skills.
- 🚩 Work with partners to develop an action plan to deliver the Carers Strategy in particular to increase the flexibility of short breaks and to provide a comprehensive carers service
- 🚩 Continue to promote a more flexible model of sheltered housing based on floating support
- 🚩 Assess the potential of some sheltered housing to shift to a supported housing model
- 🚩 Explore the feasibility of developing a virtual extra care at home model, including for people with dementia
- Re shape day and respite opportunities, providing people with the opportunity to gain skills for independent living and employment where appropriate.
- 🚩 Enable people to manage their own Long Term care as much as possible and engage them and their carers in planning when services are required.
- 🚩 Support people, and their carers, to enable them to die in their preferred place at the end of life
- 🚩 Develop and implement a social model of dementia care
- 🚩 Challenge inequality so people are not excluded from communities due to stigma.
- 🚩 Engage with GP Commissioning groups on new approaches to funding 'virtual' extra care and other low level support.

Main partners for delivery:

Herefordshire Public Services
 Wye Valley Trust
 2gether Foundation Trust
 Third Sector
 Independent Providers
 Housing Providers
 Clinical Commissioning Group

My support close to home and in my control**By April 2013, adult services in Herefordshire will look like this:**

- Day services for adults of a working age who have a physical or learning disability will begin a programme of transformation and modernisation which will have at its foundation that people with disability should be living, working, learning and participating in the community alongside other community members.
- Fewer people of working age with a physical disability will enter and remain in residential care. Through the development of an enablement programme and utilization of personal budgets people with varying levels of physical disability will be able to live as independently as possible, ideally in the community.
- A period of reablement will be the norm for all new service users and for those in longer-term care who will benefit from it.
- All service users will receive a personal budget which is maximised for benefit and efficient support.
- The rate of hospital stay and residential care placements will have reduced

To achieve this, we will do the following:

<i>Activity</i>	<i>Timescale</i>	<i>Lead</i>
Seek agreement for the 'Community Lives' strategy that will undertake to remodel traditional Day Services		Commissioning Lead Learning Disability
Work with Wye Valley Trust and others to implement a 3 year modernisation programme to implement the strategy	3 tiers commencing April 2012	Commissioning Lead Learning Disability
Develop a universal, preventative support service	March 2013	Commissioning Lead Older people/Physical Disability
Develop and introduce a personalised process for carers	September 2012	Commissioning Lead Carers
Develop the market to encourage providers to deliver person centred care and support	March 2013	Commissioning Lead Personalisation
Review and develop efficient processes for	September 2012	Commissioning

management of direct payments		Lead Personalisation
Enhance the case/care coordination and reablement capacity	September 2012	Commissioning Lead Reablement
We will use this money:		
<i>Amount</i>	<i>Funding source</i>	
£474k Re-ablement team	DH Passported transformation	monies/ Council
£ Additional funding support to enhance re-ablement function to be agreed		
£		
And realise these savings and/or avoid these costs:		
<i>£82k savings through effective commissioning of carers breaks and carers support</i>		
<i>£379k in 12/13 (part year effect), £1,099k in 13/14 and £1,014k in 14/15 due to impact of reablement and the reduction in long-term support. **</i>		
<i>60k Through the re-design of a more cost effective carers service.</i>		
<i>£150k With effective enablement programme by using intensive support to gain greater independence.**</i>		
<i>** Savings stated above do not include the impact on the NHS due to reduction in hospital stay and reduction in recurrent admissions to hospital.</i>		

My dignity and safety

What are we aiming to achieve by 2015?

For all adults in Herefordshire to benefit from services that respect them as individuals, work with them with dignity and ensure their safety

Why is this important?

- Enhance the quality of life for people with care and support needs (Adult Social Care Outcome Framework (ASCOF) outcome 1a)
- Safeguard people whose circumstances make them vulnerable and protect them from avoidable harm (ASCOF outcome 4a)
- For people who use adult social care services: - Everyone enjoys physical safety and feels secure. People are free from physical and emotional abuse, harassment, neglect and self-harm. People are protected as far as possible from avoidable harm, disease and injury people are supported to plan ahead and have the freedom to manage the risks the way that they wish. (ASCOF outcomes 4b)
- People who use social care and their carers are satisfied with their experience of care and support services (ASCOF outcome 3a-b)
- Carers feel that they are respected as equal partners throughout the care process (ASCOF outcome 3c)

What we will do?

- 🚩 For each commissioned service, specify a relevant mix of outcomes, outputs and processes to deliver quality, and agree appropriate monitoring arrangements
- 🚩 Support adults and their communities to manage risks to safety before they become an issue
- 🚩 Continue to work proactively with Care Quality Commission where services are causing concern
- 🚩 Develop Adult Safeguarding Board membership to ensure robust multi agency procedures and governance.
- 🚩 Introduce a programme of quality assurance for adult safeguarding cases.
 - Identify at year 9 young people who will require support as adults and ensure a safe transition.
- 🚩 Continue to develop robust policies, procedures and training to protect adults who are unable to make decisions for themselves and are unable to move freely from care homes or hospitals.

Main partners for delivery:

Independent Providers
Herefordshire People's Services (Children's)
Care Quality Commission
Multi Agency Adult Safeguarding Board
Herefordshire Public Services – Children's Services
Wye Valley Trust
2gether Foundation trust.

My dignity and safety

By April 2013, adult services in Herefordshire will look like this:

- People have the information, advice and support they need, to empower them to remain safe, and improve their perception of feeling safe, in their local community
- People receiving services in Herefordshire are treated with respect and dignity regardless of their culture, ethnicity or sexual orientation
- Staff are supported in their caring role so that the risk of abuse is minimised
- People are reassured that the services they use are safe e.g. hospital/care homes/personal assistants
- People are assured that agencies will work together to keep people safe and will only share information where appropriate

To achieve this, we will do the following:

<i>Activity</i>	<i>Timescale</i>	<i>Lead</i>
Systematically review quality of services with providers, including feedback from users	Through 2012/13	Head of Quality and Review
Review quality of services through evaluation of reviews of users	Through 2012/13	Head of Quality and Review
Continue to develop the membership, governance and effectiveness of Safeguarding Board	Through 2012/13	Head of Quality and Review/ Independent Chair

We will use this money:

<i>Amount</i>	<i>Funding source</i>
£70k	Improved contract monitoring
	DH Passported monies
£	

And realise these savings and/or avoid these costs:

£44k use of voids (increase usage to 90%) within existing contracts. This will include the reduction in transfer costs incurred when providers have safeguarding issues.

£

Joined up services and making the best use of money

What are we aiming to achieve by 2015?

Local authority, health, private and voluntary sector services will work together so that people experience an integrated, well run single set of services, even if they are provided by different organisations.

Effective use of funding available by maximising the value from contracts

Why is this important?

- Improve the continuum of care and support by removing organisational barriers.
- Services need to be arranged and funded so that they are of good quality, sustainable and affordable in the short, medium and long term.
- Funding available is under more and more pressure. Public money must be used in the most effective way to deliver the vision and guiding principles for adults

What we will do?

- 🚩 Use Herefordshire's joint commissioning and provider structures to plan and deliver joined up services for health and care and broader support needs
- 🚩 Develop care pathways across health and care boundaries to address the needs of frail older people, stroke survivors, and people with long-term health conditions, identifying those who would benefit from preventative services.
- 🚩 Agree approaches to continuing health care and its support using personal health budgets
- 🚩 Improve transition arrangements between children and adults services
- 🚩 Renegotiate and reduce the cost of contracted services

Main partners for delivery:

Clinical Commissioning Group

WVT

2gether

Hoople

Council Services

Third sector

Provider services

Joined up services and making the best use of money.

By April 2013, adult services in Herefordshire will look like this:

- There will be clear pathways, systems and processes for those needing care and support

To achieve this, we will do the following:

<i>Activity</i>	<i>Timescale</i>	<i>Lead</i>
Commission frail older person care pathway	March 2013	Commissioning Leads
Work with providers to make neighbourhood teams effective providers of joined up health and social care.	March 2013	Head of Commissioning Adults
Establish clear processes for joint funding, Continuing Health Care and personal health budgets	December 2012	Head of Commissioning Adults
Fully implement the care funding calculator approach to appropriately achieve value for money placement costs	From April 2012	Head of Commissioning (Adults)/Wye Valley Provider services
Renegotiate inflation and contract values	Through 2012/14	Commissioning Leads
Recommission third sector provision	Through 2012/14	Commissioning Leads
Introduce appropriate charging in line with Council policy	September 2012	Head of Commissioning (Adults)
Programme of reviews to ensure provision is appropriate to needs	Through 2013 to April	Commissioning Leads /Wye Valley/2gether
Improve information flows and planning between services, and work with young people and families to address needs and expectations	Through 2013 to April	Commissioning Lead Learning Disability

We will use this money:

Amount

£70k Brokerage Support
£383k Review Team

Funding source

DH Passported Monies
DH Passported Monies DH Passported Monies

And realise these savings and/or avoid these costs:

£1.065m through contracts

£350k savings through the care funding calculator

£70k saved through effective transition arrangements

£50k savings from the review of those with mental health difficulties

£335k in 12/13 and £420k in 13/14 through the re-design of the homecare market.

£360k savings through programme of regular and timely reviews

£363 through more effective commissioning of the third sector

DRAFT

My health and wellbeing

What are we aiming to achieve by 2015?

For all adults we are aiming to achieve:

- an increase in healthy life expectancy;
- a reduction in differences in life expectancy and healthy life expectancy between communities.

In addition, in relation to older adults (65 years+) we are aiming to achieve:




- a reduction in falls and falls-related hospital admissions;
- a reduction in the incidence of hip fracture;
- an increase in early diagnosis and intervention for dementia enabling people with dementia to stay safe and healthy and to maintain as much
- a reduction in excess winter deaths;
- a reduction in the incidence of preventable loss of sight;
- an increase in wellbeing.

Why is this important?

- Within Herefordshire there are high levels of preventable chronic disease and potentially avoidable premature death despite overall levels of health being relatively good compared to the rest of England.
- Marked social gradients in life expectancy and disability-free life expectancy are seen within the county – in other words poorer people tend to die at a younger age and to spend more of their shorter lives in ill health compared to more affluent people.
- Coronary heart disease, stroke and cancer are the top causes of chronic ill health and premature death, and account for 51% of all deaths in Herefordshire.
- Lifestyle risk factors are the main contributory factors to poor health, disability and premature death. In Herefordshire smoking, physical activity and alcohol harm reduction have been identified as the highest priorities for adults. Falls prevention has also been identified as a particular priority for older adults.
- Herefordshire has a higher proportion of older people compared to England as a whole and the number of older people is expected to increase:
 - 24% of Herefordshire's population is over retirement age compared to 19% nationally;
 - The number of over 65s is expected to increase by 18% over the next five years and the number of under 65 year olds expected to decrease;
 - People aged over 85 have by the far the greatest levels of need for health and social care. In Herefordshire the number of over 85 year olds is expected to increase to 10,200 by 2026 – almost double the number in 2008 (5,200).

- Falls and dementia amongst older people have been identified as particular priorities in Herefordshire.
- Falls are the commonest cause of accident-related hospital admission and the third most common cause of accidental death in Herefordshire.
 - The overall trend shows an increase in the number of falls-related hospital admissions over recent years;
 - Every year around 35% of over 65 year olds fall at least once, amongst over 80 year olds living in the community this figure rises to 45% and amongst people living in care homes it increases to 60%.
 - Over 60% of the falls that lead to hospital admission in Herefordshire are in over 65 year olds;
 - Over 50% of falls occur in the home;
 - In the over 85 year old age group twice as many women are admitted to hospital because of a fall compared to men;
 - The primary prevention of falls (ie preventing falls from happening in the first place) has great potential to reduce premature deaths and to make significant savings on health and social care expenditure.
- Hip fracture is one of the most serious physical consequences of falls:
 - There are around 200 cases of hip fracture per year in Herefordshire;
 - However, there are many other debilitating consequences including other fractures or physical injury, loss of confidence and independence and social isolation impacting on mental health and wellbeing.
- The number of older people with dementia in Herefordshire is predicted to almost double by 2030, rising from over 2,800 to around 5,600.
- Across the health and social care system there is an increase in expectations, and need. Current service and budget arrangements mean that the present pattern of spending and service delivery is unsustainable.

What will we do?

-  Work with partners to ensure that appropriate and effective services are in place for older people based on the outcomes of the integrated needs assessments and strategies for falls and dementia – where necessary discontinuing any ineffective services so that funding can be reinvested in effective interventions.
-  Reduce the incidence of falls, the number of falls-related hospital admissions and the associated health and social care costs by implementing cost-effective, evidence-based interventions such as home assessment and improvement services building on Herefordshire's existing Home Improvement Agency/Handyperson services.
-  Support adults and their communities to manage risks safely before they become an issue. In relation to the prevention of falls this means:
 - improving systems for the identification of those at risk at an early stage;
 - improving signposting/referral to home assessment and improvement services;
 - increasing access to/uptake of physical activity by older people – in

particular exercise/activity which builds strength and balance as this has been shown to reduce the risk of falls;

- working with partners to ensure that appropriate exercise programmes are available for older people across the county and in different settings (such as care homes, sheltered housing, community settings) and of different types (such as chair-based exercises, “over 60s” exercise classes in the community, tailored home-based programmes);
- increasing access/uptake of vision checks and medication reviews by older people.

- 🚩 Improve the way that dementia is diagnosed and that patients and their carers are supported in communities
- 🚩 Work with communities to develop local services to encourage positive ageing.
- 🚩 Further development of volunteer befriending to address social isolation.
- 🚩 Improve care pathways for frail/older people so that emergency admissions are reduced and people are enabled to successfully either remain at home or return home.
- 🚩 Promote access to universal services for those who are vulnerable and in “hard to reach” groups so that they are enabled to live life as normally as possible.
- 🚩 Work positively to ensure adults in Herefordshire have access to high quality universal services which help them to help themselves. This means people will only access specialist health and social care services when needed.
- 🚩 Develop approaches to housing which encourage investment in Herefordshire and meet the aspirations of local people to live in their own homes in older age.
- 🚩 Roll out assistive technology that will help more people to stay in their own homes.
- 🚩 Provide housing options for people with dementia, including housing based and virtual extra care models.
- 🚩 Promote initiatives to tackle fuel poverty and improve housing conditions which impact on healthy life expectancy.

Main partners for delivery:

Herefordshire Public Services - People’s Services Directorate (including Public Health) and Place and Communities Directorate (including housing and leisure)

Wye Valley NHS Trust

2Gether Foundation NHS Trust

Herefordshire Healthcare Clinical Commissioning Group

West Mercia PCT Cluster and successor organisations

GPs and other independent contractors

Parish Councils

Service providers who are in contact with older people and their carers including:

- *Registered social landlords and private developers;*
- *Independent third sector partners;*
- *Community and voluntary organisations including carer organisations;*
- *Private sector organisations including providers and staff of housing, sheltered housing and care home services.*

My health and wellbeing

By April 2013, adult services in Herefordshire will look like this:

Integrated, preventively-focussed services across the range of providers which form part of a care-pathway approach and which positively contribute to increasing healthy life expectancy and reducing differences in life expectancy and healthy life expectancy between communities.

To achieve this, we will do the following:

<i>Activity</i>	<i>Timescale</i>	<i>Lead</i>
Complete an integrated needs assessment for falls in older people to encompass a review of the existing falls prevention services in Herefordshire along with an assessment of the "size of the problem" and a review of the evidence of effectiveness of relevant interventions.	May 2012	Herefordshire Public Services
Develop a falls prevention strategy as part of the Health and Wellbeing Strategy with an emphasis on the primary prevention of falls in older people. The strategy will incorporate actions to prevent falls in the following areas: <ul style="list-style-type: none"> ➤ strength and balance training; ➤ assessment of hazards in the home; ➤ assessment of vision; ➤ medication review. 	June 2012	Herefordshire Public Services
Complete an integrated needs assessment for dementia;	May 2012	Herefordshire Public Services
Establish an Adult Services subgroup of the Health and Wellbeing Board.	July 2012	Director of People Services
Build falls prevention interventions into contracts with appropriate providers e.g. providers of retirement, sheltered, extra-care and residential care and housing	Through 2012/13	Herefordshire Public Services

We will use this money:

<i>Amount</i>	<i>Funding source</i>
£ within existing	within existing
£	

£

And realise these savings and/or avoid these costs:

Estimates for the average cost of each hip fracture vary from £11,700 to the NHS and over £3,800 over two years to the local authority for social care to over £28,000 for combined health and social care costs. Whatever the true total cost of each hip fracture, it is clear that this far exceeds the much more modest costs of preventative interventions such as simple home adaptations and exercise programmes.

Draft

The money in my pocket

What are we aiming to achieve by 2015?

Adults in Herefordshire who receive a financial assessment for social care and/or housing services have their benefits maximised and those who fund their own care have access to independent financial advice.

Why is this important?

- Maximising people’s income helps them to remain independent and feel in control.

What we will do?

- ✦ Through undertaking financial assessments for care and/or housing services, ensure adults have access to all of the welfare benefits to which they are entitled.
- ✦ Signpost – work with housing providers to promote benefit take up and income maximisation
- ✦ Refer people who fund their own care to access independent financial advice to maximise their income.
- ✦ Continue to ensure that the vulnerable access housing grants to improve insulation and reduce those in fuel poverty.

Main partners for delivery:

*Wye Valley Trust
 First Stop
 Social housing providers
 Housing support staff*

The money in my pocket

By April 2013, adult services in Herefordshire will look like this:

- Charges in place for those who can afford to pay diverting resources for care to those less off.
- Improve provision for self-funders to allow them to maximise capital increasing the resource available for care fees.

To achieve this, we will do the following:

<i>Activity</i>	<i>Timescale</i>	<i>Lead</i>
Consult on charging proposals	May – August 2012	Head of Commissioning Adults
Launch My Care My Home in Herefordshire	June 2012	Head of Commissioning Adults.

We will use this money:

<i>Amount</i>	<i>Funding source</i>
Existing resources	

And realise these savings and/or avoid these costs:

£148k By providing a financial advice service allowing those going into residential care to benefit from income to supplement care home fees.

Draft

The people who support me

What are we aiming to achieve by 2015?

That people in Herefordshire are supported by a skilled and effective 'community workforce' that can deliver seamless and sustainable health, care and support for the people of Herefordshire.

- Skilled – experience, knowledge and competence
- Effective – appropriate services in the right place at the right time
- Seamless – working together to best meet people's needs
- Sustainable – transforming the workforce to meet local priorities in the most affordable way
- Resilient – In a challenging environment being responsive to the changing needs of individuals

Why is this important?

- To ensure that people who need help get the right support, in the right place, at the right time.
- To maximise the contribution of the community in supporting people to remain at home and to lead independent and fulfilling lives.
- To make optimum use of scarce resources.

What we will do?

- 🚩 Engage with partners and stakeholders to develop an action plan to implement a comprehensive workforce strategy
- 🚩 Use nationally recognised tools to assess the competency and capacity of the workforce in Herefordshire to deliver high quality services.
- 🚩 Enable redesign of services and associated workforce to broaden the market of services, meet the personalisation agenda.
- 🚩 Enable reconfiguration of the workforce through improved modelling and planning.
- 🚩 Enable an increase in supply and support for the Personal Assistant workforce.
- 🚩 Enable identification, recognition and support for carers.
- 🚩 Enable an increase in the contribution of volunteers to support the prevention agenda.
- 🚩 Enable awareness and support to maximise contribution from universal and commercial (non-care) sectors.
- 🚩 Enable greater self-care through promotion of and support for healthier lifestyles to reduce the need for health and social care interventions.
- 🚩 Secure support from Economic Development to enable new providers to emerge in the market place with new legal vehicles such as social enterprises
- 🚩 Support professional development and learning
- 🚩 Actively encourage older adults to engage in voluntary and paid work in the care sector.

Main partners for delivery:

- *NHS staff .*
- *Council Adult Social Care staff .*
- *Private, Independent and Voluntary (PIV) sector.*
- *Personal Assistants*

- Carers.
- Volunteers.
- Other public sector.
- Universal services
- Commercial sector.
- Hoople

The people who support me

By April 2013, adult services in Herefordshire will look like this:

- Implementation of a local integrated workforce strategy which harnesses the potential of the community, including statutory agencies, private, independent and voluntary sector and universal services

To achieve this, we will do the following:

<i>Activity</i>	<i>Timescale</i>	<i>Lead</i>
Promote the "Ageing Well" initiative across localities Need activities and amounts here	2012/13	Assistant Director People Services/Assistant Director Places and Communities
Implement the action plan to deliver the local integrated workforce strategy	2012-2015	Workforce Development Commissioning Manager
Implement the outcome of the Social Work Reform Board health check	2012-2013	Service Manager, Wye Valley NHS Trust
Provide one place on a Social Work Scholarship programme and provide high quality practice placements	2012-2015	Workforce Development Commissioning Manager
Provide specialist training sessions and qualifications to support the Adult Social Work workforce development needs and statutory requirements	2012-2015	Hoople

We will use this money:

<i>Amount</i>	<i>Funding source</i>
£0	Investment of management, staff and workforce development time
£130,000	Skills for Care Transition Fund, NQSW funding and placement fees

And realise these savings and/or avoid these costs:

Reduce costs associated with recruiting and employing new staff by improving retention

Reduce absence rates due to sickness by improving the well being of staff,

Draft

My housing

What are we aiming to achieve by 2015?

That people across all tenures in Herefordshire are able to live in accommodation appropriate to them and their needs.

Why is this important?

- To promote independent living
- To move away from bed based hospital and long-term care and towards an emphasis on services that promote prevention and re-ablement
- To diversify the housing market to meet the needs of an ageing population

What we will do?

- ✚ Adopt a market approach to development across all tenures
- ✚ Use specific planning policies, either in the Core Strategy or through Supplementary Planning Documents, that highlight the importance of older people in the housing market in Herefordshire.
- ✚ Develop a planning framework that will ensure that sites are available, some of which are earmarked for housing for older people, to ensure developers can compete with general needs housing developers.
- ✚ Consider where opportunities exist to provide free or subsidised sites to support Strategic Housing priorities.
- ✚ Review Social Housing providers and better understand the current offer
- ✚ Proactively seek partners to develop extra care for sale and mixed tenure.
- ✚ Develop a model specification for extra care that will aid developers as they consider the option to develop in Herefordshire.
- ✚ Develop non-specialist general needs 2 and 3 bedroom houses, flats and bungalows for rent and sale that meet lifetime homes standards, across all areas of the county.
- ✚ Encourage mixed developments to balance the market, meet the needs of older people and create genuine lifetime communities.
- ✚ Market the new housing opportunities to older people across all tenures to encourage people who are under occupying to free up family housing through the development of housing for older people.
- ✚ Consider the development of a charged for 'Home Moving' service to support older people who might wish to move but who are daunted by the practicalities of moving
- ✚ Consider the needs of older people within development briefs for Section 106 commitments and the provision of other forms of cross subsidy
- ✚ Ensure that new properties are 'future proofed' to take account of the ageing population.
- ✚ Work with sheltered accommodation providers to agree minimum accommodation standards
- ✚ Decisions by social housing providers on closing , re-modelling or change of use for any existing sheltered housing provision should be taken on a scheme by scheme basis according to location and demand in the local market and the quality and

accessibility of individual schemes to older people

- Re-think the future role of sheltered housing, based on a floating support model, or other self-funding service model
- Consider the potential of sheltered housing playing a wider community role
- Work with private developers to promote the development of c. 100 units of sheltered housing for rent or shared ownership and up to 3377 units of retirement housing for sale by 2025
- Investigate the feasibility of more enhanced sheltered housing, through Assisted Living scheme pilots. Promote the development of additional enhanced sheltered housing such as Assisted Living (up to 648 units half rent and half sale by 2025, starting with 3 pilots), and Extra Care housing (up to 1315 units one third rent and two thirds sale by 2025, with an initial target of 300 units in the next 5 years).
- Develop up to 128 housing based units for people with dementia by 2015 starting with one close care and one supported housing pilot
- Re-use existing provision, such as sheltered housing, extra care, and ex sheltered warden flats for people with learning disability living into older age

Main partners for delivery:

My housing

By April 2013, adult services in Herefordshire will have a programme of housing-related projects underway to deliver the recommendations of the Study into the Housing and Support Needs of Older People. This will include both short and long term actions/strategies which will extend beyond the period of this Delivery Plan.

To achieve this, we will do the following:

<i>Activity</i>	<i>Timescale</i>	<i>Lead</i>
Establish Cross Directorate Steering Group	April 2012	Assistant Director Homes and Communities
Develop an overarching work plan	June 2012	
Establish Task & Finish groups and take forward the key individual projects	August 2012	
LDF will contain provisions which support housing market transformation to support the obligations of the Adult Strategic Delivery Plan	Spring 2013	

We will use this money:

Initial scoping work will be funded from existing resources and budgets. Costed plans will be developed, utilising transformation funding where possible.

And realise these savings and/or avoid these costs:

Longer term savings will be calculated by individual Task & Finish groups.

9. Gap analysis

Implementation of the Delivery Plan and the associated monitoring of progress will identify gaps where there is currently limited or no provision in place to address them. Where gaps are identified, Herefordshire Public Services and partners will work together to address them.

10. Resources

The Delivery Plan encompasses the approach in Herefordshire across the full range of personal to organisational response. The following indicate the broad areas of resource available in Herefordshire to positively deliver our vision and guiding principles:

- People's own resources, skills and support networks
- Universal services, and the third sector
- Housing
- Adult social care budget
- Health budgets

11. Monitoring Arrangements

Progress against the achievement of the strategy and identification of gaps will be assessed through the following ways:

- Reviewing progress monthly as part of Herefordshire Public Services performance management arrangements
- Reporting bi-monthly by Herefordshire Public Services through the Joint Corporate Plan and to the Health and Wellbeing Board.
- Reporting against a range of indicators in the annual report for Adult Social Care.
- Running a series of workshops with partners at Herefordshire's Provider forum focusing on case studies in each of the key areas of work
- Updating the Joint Strategic Needs Assessment. Then updating the Strategic Delivery Plan to ensure effective progress.

Strategic links – list of related strategies and reports

- NHS cluster System Plan
- Director of Public Health's Annual Report
- Herefordshire Sustainable Community Strategy
- Economic Development Strategy
- Housing In Herefordshire Strategy Action Plan 2011-2012
- Joint Herefordshire and Shropshire Housing Strategy (currently out for consultation)
- Healthy Housing Strategy (draft at present)
- Affordable Warmth Strategy
- Homelessness Strategy
- Empty Properties Strategy
- Herefordshire Public Services Corporate plan.
- "Yes We Can" Plan 2011-2015
- Child Poverty Strategy

Draft

MEETING:	OVERVIEW AND SCRUTINY COMMITTEE
DATE:	4TH JULY 2012
TITLE OF REPORT:	EXECUTIVE RESPONSES TO THE TASK AND FINISH GROUP REPORTS
REPORT BY:	ASSISTANT DIRECTOR- LAW, GOVERNANCE AND RESILIENCE

CLASSIFICATION: Open

Wards Affected

County-wide

Purpose

To consider the Executive's response to the recommendations made to it in the following Task and Finish Group Scrutiny Reviews:

- 1 Adult Safeguarding in Herefordshire
- 2 Planning System Review – Development Control and the Operation of the Constitution
- 3 Council Procurement Policy and Local Business and Local Employment
- 4 Income and Charging
- 5 Tourist and Temporary Event Signage

Recommendation(s)

THAT:

- (a) **The Executive's response to the findings of the reviews be noted, subject to any comments which the Committee wishes to make;**

and
- (b) **a further report on progress in response to the Review be made after six months with consideration then being given to the need for any further reports to be made.**

Key Points Summary

- During 2011/12 a number of Scrutiny Reviews were undertaken by a series of Task & Finish Groups. The findings of those Groups were reported to this Committee and have been subsequently forwarded to the Executive for consideration.

Further information on the subject of this report is available from
David Penrose, Democratic Services Officer (01432)383690

Alternative Options

- 1 To accept the responses to the Reviews as set out in the Appendices or to make further representations back to the Executive concerning their proposed Action Plans.

Reasons for Recommendations

- 2 To report the Executive's response to the Scrutiny Reviews, in accordance with the Constitution.

Introduction and Background

- 3 Commencing in July 2011, this Committee appointed six Task & Finish Groups to consider a number of issues that had been raised both by the Committee and by the Executive.
- 4 Commencing in July 2011, this Committee appointed six Task & Finish Groups to consider a number of issues that had been raised both by the Committee and by the Executive.
- 5 The Task & Finish Groups undertook their work during the latter period of 2011, and reported Key Considerations. The agreed reports of the Task & Finish Groups were submitted to the Executive for their consideration.
- 6 The Executive (Cabinet or Cabinet Member), have considered its response to the findings as indicated by the relevant decision notice (as appended) and have provided an action plan in response to the recommendations from the relevant Task & Finish Groups (also as appended). Please note that at the time of writing, Decision Notices for the 'Policy and Local Business and Local Employment Council Procurement' Review and the 'Income and Charging Review' were still being processed.
- 7 Cabinet or Cabinet Members agreed the recommendations as set out in the report made to them, accepting the Review's recommendations as laid out in the individual report. Action plans for each Review are appended.

Community Impact

- 8 This is set out in the relevant Executive report to the Cabinet Member.

Financial Implications

- 9 The Council is facing significant challenges in financial terms and through the national settlement and reductions in funding. The Council's five year financial strategy includes an estimated 29.7% reduction in government formula grant. Budget decisions have been based on a set of core principles that include Supporting the Vulnerable. The process also includes fundamentally challenging what the council does to ensure appropriate use of public funding and quality of service.
- 10 This is set out in the relevant Executive report to the Cabinet Member.

Legal Implications

11 Legal implications are set out in the relevant Executive report to the Cabinet Member.

Risk Management

12 Risk management issues are set out in the relevant Executive report to the Cabinet Member

Appendices

13 Executive Responses to the following Task & Finish Reports:

Adult Safeguarding in Herefordshire

Planning System Review – Development Control and the Operation of the Constitution

Council Procurement Policy and Local Business and Local Employment

Income and Charging

Tourist and Temporary Event Signage

Background Papers

- None identified.

**WRITTEN STATEMENT OF A NON-KEY DECISION
CABINET MEMBER HEALTH & WELLBEING**

ITEM:	ACTION PLAN IN RESPONSE TO OVERVIEW AND SCRUTINY TASK AND FINISH GROUP REPORT ADULT SAFEGUARDING IN HEREFORDSHIRE
Date of Decision:	20 June 2012
Exempt:	No
Confidential	No
Urgency/Special Urgency: (As defined in Constitution)	No
Purpose:	To approve the action plan arising from the Overview and Scrutiny Task and Finish Group report adult Safeguarding in Herefordshire.
Decision:	THAT: People's Services' action plan arising from the Overview and Scrutiny's Task and Finish Group's report Adult Safeguarding in Herefordshire be approved.
Reasons for the Decision:	<p>Quality Care in Care Homes matters because:</p> <ul style="list-style-type: none"> • There has now been more than a decade of reports and investigations exposing shortcomings in the care of older people such as the report by the Parliamentary and Health service Ombudsman, Ann Abraham, in February 2011 entitled <i>Care and Compassion?</i> which exposed shocking failures in the care of older people and, more recently, the Panorama programme which exposed the level of abuse suffered by patients at Winterbourne View, a hospital for individuals with learning difficulties.). • Herefordshire Public Services believes that living a life that is free from harm and abuse is a fundamental right of every person • Care Homes should deliver dignified care which enriches the individual's life • Herefordshire Public Services have strived over the past 18 months to ensure that care is only commissioned from those Care Homes that can

	demonstrate the good quality of care which delivers positive outcomes for their residents.
Options Considered:	There are no alternative options to the recommendations made by the task and finish group.
Declaration of Interest:	
Date the decision is due to take effect:	26 June 2012

COUNCILLOR P MORGAN:..... Date: 20 June 2012
CABINET MEMBER HEALTH & WELLBEING

To be completed by officer:	
Date consent received from Chairman of Overview and Scrutiny Committee:	
Subject to Call-in:	This Decision was not called in.
Was the decision modified?	No
If yes Cabinet Member (.....) decision reference:	
If no any comment(s) to be noted	
Date original decision took effect:	26 June 2012

ACTION PLAN IN RESPONSE TO OVERVIEW AND SCRUTINY TASK AND FINISH GROUP REPORT ADULT SAFEGUARDING IN HEREFORDSHIRE

REPORT TO CABINET MEMBER HEALTH & WELLBEING

DATE REPORT CONSIDERED AND DECIDED BY CABINET MEMBER: 20 JUNE 2012

SCRUTINY COMMITTEE FINAL CALL IN DATE: 25 JUNE 2012

DATE DECISION TO BE IMPLEMENTED: 26 JUNE 2012

CLASSIFICATION: Open

Wards Affected

County-wide

Purpose

To approve the action plan arising from the Overview and Scrutiny Task and Finish Group report adult Safeguarding in Herefordshire.

Key Decision

This is not a Key Decision.

Recommendation(s)

THAT:

People's Services action plan arising from the Overview and Scrutiny's Task and Finish Group's report Adult Safeguarding in Herefordshire be approved.

Key Points Summary

- In July 2011 the Overview and Scrutiny Committee commissioned a Task and Finish Group to undertake a review of the Council's processes for safeguarding adults both within Care Home settings in Herefordshire, and also for those Herefordshire residents placed in Care Homes outside the County. The aim of the review was to make recommendations which improve the assurance processes in order to provide a good quality of care for Herefordshire residents within Care Homes. Also to provide a report to Herefordshire Safeguarding Adults Board with regard to the findings of the review
- The reviewing Councillors received packs detailing the Care Homes operating within Herefordshire, the numbers of Herefordshire residents both within Care Homes in Herefordshire and those living in Care Homes out of County and current assurance processes. The Councillors also met with partner agencies (both statutory and independent,) and visited of 2 Herefordshire Care Homes, meeting staff and several

Further information on the subject of this report is available from Jo Davidson, Director of People Services 01432 260039

residents.

- The Task and Finish Group made 7 recommendations the action plan for which is in appendix 1

Alternative Options

- 1 There are no Alternative Options to the recommendations made by the Task and Finish Group.

Reasons for Recommendations

- 2 Quality Care in Care Homes matters because:
 - There has now been more than a decade of reports and investigations exposing shortcomings in the care of older people such as the report by the Parliamentary and Health service Ombudsman, Ann Abraham, in February 2011 entitled *Care and Compassion?* which exposed shocking failures in the care of older people and, more recently, the Panorama programme which exposed the level of abuse suffered by patients at Winterbourne View, a hospital for individuals with learning difficulties.).
 - Herefordshire Public Services believes that living a life that is free from harm and abuse is a fundamental right of every person
 - Care Homes should deliver dignified care which enriches the individual's life
 - Herefordshire Public Services have strived over the past 18 months to ensure that care is only commissioned from those Care Homes that can demonstrate the good quality of care which delivers positive outcomes for their residents.

Introduction and Background

- 3 The report and action plan enables Cabinet to have assurance that Herefordshire Public Services have robust procedures in place to ensure that the quality of care commissioned for those people who reside in Care Homes is of a good quality.

Key Considerations

- 4 Safeguarding forms part of the Joint Corporate plan and also the Health and Wellbeing Strategy. This report and action plan will support Herefordshire Public Services to continue to improve safeguarding within Care Homes. Herefordshire Public Services therefore welcome the Task and Finish Group's scrutiny of the processes that have been put in place and acknowledge the review group's conclusion that there are no major concerns with the processes which ensure adult safeguarding in Care Homes. The recommendations from this report will be incorporated into the ongoing safeguarding work in Herefordshire and will be monitored by the Herefordshire Safeguarding Adults Board.

Community Impact

5. Safeguarding within Care Homes is a significant issue for Herefordshire Public Services. The failure to commission good quality care can have catastrophic consequences for the residents and their families and a major reputational risk for Herefordshire Public Services which would further impact on Herefordshire residents, undermining their confidence in Herefordshire Public services..

Equality and Human Rights

- 6 The report and action plan do pay due regard to our public sector equality duty : -

Under Section 149, the "General Duty" on public authorities is set out thus:

"A public authority must, in the exercise of its functions, have due regard to the need to -

- eliminate discrimination, harassment, victimisation and any other conduct ... prohibited by or under this Act;
- advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- foster good relations between persons who share a relevant protected characteristic and persons who do not share it."

Financial Implications

- 7 The Council is facing significant challenges in financial terms and through the national settlement and reductions in funding. The Council's five year financial strategy includes an estimated 29.7% reduction in Government formula grant. Budget decisions have been based on a set of core principles that include Supporting the Vulnerable. The process also includes fundamentally challenging what the council does to ensure appropriate use of public funding and quality of service.

Legal Implications

- 8 There are no legal implications to this report.

Risk Management

- 9 The risks to individuals and to society as a whole are such that the Government has made a commitment to place Local Safeguarding Adults Boards on a statutory footing. Locally, Herefordshire Public Services continues to quality assure the care given within Care Homes and to work with partner agencies to ensure any failure of care is

quickly recognised and remedial actions are taken.

Consultees

- 11 Consultation with regard to the report arising from the Overview and Scrutiny Task and Finish Group review and the action plan has taken place within Herefordshire Public Services. Both the report and the action plan will be presented to the Herefordshire Safeguarding Adults Board.

Appendices

- 12 Action plan in relation to Overview and Scrutiny Task and Finish Group report Adult Safeguarding in Herefordshire

Background Papers

- 13 Overview and Scrutiny Task and Finish Group report Adult Safeguarding in Herefordshire

Appendix 1

Action Plan in response to Herefordshire Council's Overview and Scrutiny Committee review of safeguarding in care homes

Recommendation No. 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.				
Executive Response	People's Services accept this recommendation. West Mercia Police have a key contribution to make in safeguarding and protecting the welfare of adults at risk in Herefordshire. Whilst their principal function is the detection of criminal offences they also play a vital role in preventing crime against adults at risk and minimising the potential for individuals to become victims.				
Action	Owner	By When	Target/Success Criteria	Progress	
The Director of People's Services to contact the Chief Constable to discuss this recommendation and agree way forward.	J. Davidson	31.05.2012	A common understanding of the West Mercia's resources for safeguarding adults	Director has contacted Chief Constable to take this forward	
Herefordshire Safeguarding Adults Board (HSAB) to reach a view of sufficiency through performance monitoring and annual audit.	D. McCallum	March 2013	The HSAB is assured that organisations have sufficient staff to enable them to discharge their functions in relation to safeguarding adults effectively		
Recommendation No. 2	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 was available to facilitate their operation.				
Executive Response	People's Services recognise that colocation would improve partnership working. The children and adults safeguarding boards are currently developing the approach to multi-agency working. Phase one will cover children's services while phase two will be a consideration of adult's services				
Action	Owner	By When	Target/Success Criteria	Progress	
A briefing paper regarding the development of the multi agency hub to be presented to the HSAB outlining the rationale behind developing a hub.	D. McCallum	June 2012	Multi agency agreement to developing a hub across children's and adult's services.	Agenda item on June HSAB meeting	

Recommendation No. 3	Clearly defined authority should be granted to any co-located team to enable it to take action			
Executive Response	People's Services accept this recommendation. Expectations about the ways in which agencies and professionals should work together to safeguard adults at risk must be clear, fulfil statutory duties and follow best practice.			
Action	Owner	By When	Target/Success Criteria	Progress
<p>Following a review by the Law Commission into safeguarding adults, national legislation is being strengthened putting adult safeguarding boards on the same legislative footing as children's boards.</p> <p>To underpin this Herefordshire is working with other safeguarding adults boards in the West Midlands to develop Pan West Midlands safeguarding adult procedures.</p> <p>These will cover all agencies working across the West Midlands, improving clarity in expectations with regard to responses for adult safeguarding and reducing variations in service deliver</p>	D.McCallum	September 2012	<p>Agreed multi agency procedures will be available and implemented for all professionals working in Herefordshire</p> <p>Specific and defined authority to enable co-located teams to take action to be in place as part of the multi agency hub approach.</p>	<p>The draft procedures are being consulted on. A regional launch date is set for July 2012 with a local launch to follow</p>
Recommendation No. 4	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;			
Executive Response	People's Services accept this recommendation. Achieving good outcomes for adults at risk requires all those with a responsibility for safeguarding those adults to work together to an agreed plan of action.			
Action	Owner	By When	Target/Success Criteria	Progress
Safeguarding should be a standard item on the agenda of the bi monthly meeting between care providers and commissioners (Care Providers Forum)	L. Renton	May 2012	Care Providers are informed regarding safeguarding initiatives within Herefordshire and are able to receive timely information.	Safeguarding has been added as a standing agenda item for the Care Providers Forum.
Recommendation No. 5	Care Homes should be provided with a copy of all relevant council documentation on safeguarding.			
Executive	Although the request is understandable paper versions are very prone to be out of date. An electronic version provides a			

Response	single point of access which improves consistency/quality of practice. The safeguarding framework is being updated and more regular updates are foreseen in light of national, regional and local changes. This recommendation is therefore not accepted as the best way of achieving up to date information on safeguarding.			
Action	Owner	By When	Target/Success Criteria	Progress
Provider's concerns to be addressed in more detail in the Care Provider Forum to identify the barriers to using on-line procedures	L. Renton	May 2012	Support is given to Care Providers to access up to date guidance.	
Recommendation No. 6	Once an incident has 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.			
Executive Response	People's Services accept this recommendation. Effective collaboration requires organisations to be clear about roles and responsibilities.			
Action	Owner	By When	Target/Success Criteria	Progress
Training in safeguarding processes must be made available and accessible for care providers. The HSAB training directory must be sent to all care providers	A. Chambers	June 2012	Care providers report an increased understanding in safeguarding processes.	
A Levels of Need document to be produced and agreed at HSAB which will support Care Homes in understanding when an incident should be referred as a safeguarding.	L. Renton	May 2012	Enhance Care Homes understanding of when to initiate safeguarding processes	The Levels of Need document has been produced, agreed at HSAB and distributed to care providers.
The revised safeguarding adults workflow within the computerised recording system will alert staff to inform the referrer of the outcome of the investigation.	H. Hall	June 2012	Adult Social Care staff will be reminded to feedback to care providers	The workflow has been agreed and commenced in early May 2012
Recommendation No. 7	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;			
Executive Response	Protected meals times policies are the prerogative of individual care homes. However, assessments of care and safeguarding standards will take into account the effects of such policies.			
Action	Owner	By When	Target/Success Criteria	Progress
Protected meal times to be added to the Care Providers Forum meeting in order that	L. Renton	June 2012	Care Providers share information regarding the	

care homes can discuss good practice				benefits and disadvantages of protected meal times	
Recommendation No. 8	A review of access to GP services, including out of hours services, should be undertaken by the Overview and Scrutiny Committee				
Executive Response	This is a matter for Overview and Scrutiny Committee. People Services would support overview and scrutiny committee in its work.				
Action		Owner	By When	Target/Success Criteria	Progress
For further discussion by Overview and Scrutiny Committee		Councillor Millar			

**WRITTEN STATEMENT OF A NON-KEY DECISION
CABINET MEMBER ENVIRONMENT, HOUSING & PLANNING**

ITEM:	RESPONSE TO TASK AND FINISH GROUP ON PLANNING SYSTEM REVIEW
Date of Decision:	22 June 2012
Exempt:	No
Confidential	No
Urgency/Special Urgency: (As defined in Constitution)	No
Purpose:	To approve a response to the report on the planning system review.
Decision:	THAT: the responses as set out in Appendix 2 of the report are approved.
Reasons for the Decision:	The report has provided useful guidance on service improvements and which complement and extend improvements already being implemented or planned for the future.
Options Considered:	The report requires the preparation of a detailed response. Clearly there can be a variety of ways in which each recommendation can be addressed.
Declaration of Interest:	
Date the decision is due to take effect:	28 June 2012

COUNCILLOR RB HAMILTON:..... Date: 22 June 2012
CABINET MEMBER ENVIRONMENT, HOUSING & PLANNING

<p>To be completed by officer:</p>	
<p>Date consent received from Chairman of Overview and Scrutiny Committee:</p>	
<p>Subject to Call-in:</p>	<p>This Decision was not called in OR This Decision was called in on DATE by Councillors NAME, NAME and NAME The call in meeting of the Overview and Scrutiny Committee was held on DATE</p>
<p>Was the decision modified?</p>	<p>Yes/No</p>
<p>If yes Cabinet Member (.....) decision reference:</p>	
<p>If no any comment(s) to be noted</p>	
<p>Date original decision took effect:</p>	<p>DAY AFTER SCRUTINY MEETING</p>

RESPONSE TO TASK & FINISH GROUP ON PLANNING SYSTEM REVIEW REPORT BY DIRECTOR OF PLACES AND COMMUNITIES

**REPORT TO CABINET MEMBER ENVIRONMENT, HOUSING AND PLANNING
DATE REPORT CONSIDERED AND DECIDED BY CABINET MEMBER: 22 JUNE 2012
SCRUTINY COMMITTEE FINAL CALL IN DATE: 27 JUNE 2012
DATE DECISION TO BE IMPLEMENTED: 28 JUNE 2012**

CLASSIFICATION: Open

Wards Affected

County-wide.

Purpose

To approve a response to the report.

Key Decision

This is not a Key Decision.

Recommendation

THAT:

the responses as set out in Appendix 2 are approved.

Key Points Summary

- The Task and Finish Group has recently considered the operation of key constitutional elements of the Development Control system.
- It has made detailed recommendations on service delivery.
- The proposed responses will assist in future service delivery.

Alternative Options

- 1 The report requires the preparation of a detailed response. Clearly there can be a variety of ways in which each recommendation can be addressed.

Further information on the subject of this report is available from Andrew Ashcroft,
Assistant Director – Economic, Environment and Cultural Services
on Tel: (01432) 383098

Reasons for Recommendations

- 2 The report has provided useful guidance on service improvements and which complement and extend improvements already being implemented or planned for the future.

Introduction and Background

- 3 In January 2010 new constitutional provisions for development control functions were introduced. In July 2011 the Overview and Scrutiny Committee considered that it was timely for a scrutiny review to explore their effectiveness and to make recommendations with regard to future modifications/amendments.
- 4 The Task and Finish Group met between July 2011 and March 2012. In particular it carried out research, convened meetings and sought views from a range of stakeholders. Its report is reproduced at Appendix 1.
- 5 A summary of the recommendation is set out in Appendix 2, together with a series of proposed responses

Key Considerations

- 6 The report of the Task and Finish Group has usefully set out in recommendations for the fine-tuning of the arrangements that have been in place since January 2010. In particular the proposed recommendations seek to clarify operational issues that members have raised in recent years.

Community Impact

- 7 The acceptance of the recommended responses will have a largely neutral impact on the wider community. The high degree of public involvement and interest in the planning process will continue and implementation of the recommendations are designed to enhance public confidence in the planning process. The ability of local members to engage in the planning process will be consolidated and extended. The proposals and recommendations are consistent with the Localism Act.

Equality and Human Rights

- 8 The report has no Equality and Human Rights implications.

Financial Implications

- 9 The implications of the recommendation are likely to be cost neutral.
- 10 A key part of the success of the 2010 arrangements has been the streamlining of the committee arrangements and the associated enhancement of member/officer contact in the planning arena.

Legal Implications

- 11 There are no specific legal implications arising from this report.

- 12 Appropriate changes will need to be made to the Constitution to give effect to the proposed changes.

Risk Management

- 13 The Planning Service will always have a high profile. This will continue as development proceeds following the agreement of future policies in the Core Strategy of the Local Development Framework.
- 14 The effective operation of the planning system also has a significant impact on the wider reputation of the Council. The package of measures as new recommended to Cabinet will help to ensure that the Council has a development control service in which members are fully and properly engaged, and able to act as effective community champions.

Consultees

- 15 The Task and Finish Group engaged with Members and other key stakeholders and the formulation of their recommendations.

Appendices

- 16 Appendix 1 – Report of Task and Finish Group.
Appendix 2 – Recommendations and Proposed Action.

Background Papers

- None identified.

RESPONSE TO TASK AND FINISH GROUP ON PLANNING SYSTEM REVIEW

Recommendation R1	Constitutional changes to member briefing on major/strategic/controversial applications			
Cabinet Response	Accepted In principle this recommendation is accepted. There are two issues that will need to be addressed. Firstly applications can often only become controversial well into the consultation process, and judgements will be required on when it is necessary to broaden the ward member briefing/advice. Secondly an increase in the nature and frequency of ward briefings will have a cumulative impact on officer time. This will need to be addressed through the Root and Branch review process.			
Action	Monitoring Officer to amend constitution.	Owner Assistant Director (Economic, Environment and Cultural Services) / Monitoring Officer	By When Sept 2012	Target/Success Criteria Clarity on briefings
Recommendation R2	Remodelling of Planning web-site			
Cabinet Response	Accepted. On-going changes are being made to the web-site based on customer feedback and practioner experience.			
Action	On-going amendments to web-site.	Owner Head of Neighbourhood Planning	By When Aug 2012	Target/Success Criteria User-friendly web-site.
				Progress

RESPONSE TO TASK AND FINISH GROUP ON PLANNING SYSTEM REVIEW

Recommendation R3	Use of Plain English			
Cabinet Response	Accepted. Opportunities should be taken to explain to the public in plain English about the range of services offered by the Planning Service and how the public can interact with the Service.			
Action	Owner	By When	Target/Success Criteria	Progress
Review/amendment of document text.	Head of Neighbourhood Planning	Oct 2012	Clarity of guidance	
Recommendation R4	Training for Members on use of web-site			
Cabinet Response	Accepted. This recommendation is accepted subject to the insertion of 'be invited' between should and attend. This review process cannot in itself require other Members to attend training events.			
Action	Owner	By When	Target/Success Criteria	Progress
Member training event on use of web-site.	Head of Neighbourhood Planning	Nov 2012	Understanding of opportunities/information available.	

RESPONSE TO TASK AND FINISH GROUP ON PLANNING SYSTEM REVIEW

Recommendation R5	Changes of redirection procedure.			
Cabinet Response	Not Accepted. Under s101 of the Local Government Act it is not lawful to delegate a non-Executive Planning function (which includes decisions made under the re-direction arrangements) to a single member. The importance of close liaison between the Chairman of the Planning Committee and the Assistant Director – Economic, Environment and Cultural Services and/or the Head of Neighbourhood Planning is, however, fully recognised by your officers.			
Action	Owner	By When	Target/Success Criteria	Progress
N/A	N/A	N/A	N/A	
Recommendation R6	Officer liaison with multi-ward Members.			
Cabinet Response	Accepted in principle. The approach set out in recommendation recognises the complexities that exist in multi-Member wards. It is suggested that the recommendation is amended to require case officers to treat all Members in multi-wards in an equitable way.			
Action	Owner	By When	Target/Success Criteria	Progress
Amendments to internal guidance notes.	Head of Neighbourhood Planning	Aug 2012	Clarity of approach.	

RESPONSE TO TASK AND FINISH GROUP ON PLANNING SYSTEM REVIEW

Recommendation R7	Direct link to Planning web-site from Council's web-site.			
Cabinet Response	Accepted.			
Action	Owner	By When	Target/Success Criteria	Progress
Creation of direct link.	Head of Neighbourhood Planning/Hoople	Aug 2012	Easier access to planning web-site.	
Recommendation R8	Committee motions contrary to recommendation.			
Cabinet Response	<p>Accepted in principle.</p> <p>This recommendation represents best practice, and was the subject of much discussion during the work of the Task and Finish Group. It is suggested that the wording is amended to read as follows:</p> <p><i>'Any member of the Planning Committee who may be minded to propose a motion contrary to the officer recommendation at the Committee should contact the Head of Neighbourhood Planning (or the relevant Development Manager) before the meeting takes place. As a result of this contact the relevant Member should give consideration to a motion for his/her presentation to the Committee, and which sets out material planning reasons for taking a different approach'. At the meeting officers should be invited to advise the Committee on the planning and legal implications of any such proposed decision.</i></p> <p>The implementation of the recommendations are designed to enhance public confidence in the planning process.</p>			
Action	Owner	By When	Target/Success Criteria	Progress
Amendments to Constitution.	Assistant Director (Economic, Environment and Cultural Services) / Monitoring Officer	Sept 2012	Improved performance and reputation of the Planning Committee.	

RESPONSE TO TASK AND FINISH GROUP ON PLANNING SYSTEM REVIEW

Recommendation R9	Refresher training for Members.					
Cabinet Response	Accepted. This is accepted, subject to the substitution of 'given' with 'offered'.					
Action		Owner	By When	Target/Success Criteria	Progress	
Annual refresher training.		Head of Neighbourhood Planning	On-going	Enhanced performance of system.		
Recommendation R10	Town and Parish Councils to provide training for their members.					
Cabinet Response	The principles of this recommendation are supported. Nonetheless town and parish councils will make their own judgements on the need or otherwise for training for their members.					
Action		Owner	By When	Target/Success Criteria	Progress	
N/A		N/A	N/A	N/A		

RESPONSE TO TASK AND FINISH GROUP ON PLANNING SYSTEM REVIEW

Recommendation R11	Preparation of Guidance Notes for town and parish councils.					
Cabinet Response	Accepted in principle. This will involve an update and refresh of existing guidance.					
Action		Owner	By When	Target/Success Criteria	Progress	
Refresh existing guidance.		Head of Neighbourhood Planning	Sept 2012	Enhanced understanding at town/parish level.		
Recommendation R12	Retrospective planning fees.					
Cabinet Response	Accepted. This issue is part of the current administration's policy.					
Action		Owner	By When	Target/Success Criteria	Progress	
Introduce fees and charges at time of legislation of locally setting application fees.		Head of Neighbourhood Planning	N/A	Full cost recovery.		

RESPONSE TO TASK AND FINISH GROUP ON PLANNING SYSTEM REVIEW

Recommendation R13	Contact between Enforcement Officers and Ward Members.												
Cabinet's Response	Accepted It is also suggested that the scope of this recommendation is widened to include Section 106 Agreements and court action.												
Action													
Amendment of internal guidance notes.	<table border="1"> <thead> <tr> <th>Owner</th> <th>By When</th> <th>Target/Success Criteria</th> <th>Progress</th> </tr> </thead> <tbody> <tr> <td>Head of Neighbourhood Planning</td> <td>Sept 2012</td> <td>Improved Member knowledge and information.</td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Owner	By When	Target/Success Criteria	Progress	Head of Neighbourhood Planning	Sept 2012	Improved Member knowledge and information.					
Owner	By When	Target/Success Criteria	Progress										
Head of Neighbourhood Planning	Sept 2012	Improved Member knowledge and information.											
Recommendation R14	Training on Planning Enforcement Policy.												
Cabinet Response	Accepted in principle. The principle of additional training is supported. In respect of Herefordshire Council members it is suggested that the emphasis of the recommendation be changed to one of 'offering' training. In respect of Town and Parish Council members this Council neither has the capacity nor the funding to deliver specific training on enforcement matters. The issue will however be included within the context of any one off visits to town and parish councils.												
Action													
Delivery of Member training	<table border="1"> <thead> <tr> <th>Owner</th> <th>By When</th> <th>Target/Success Criteria</th> <th>Progress</th> </tr> </thead> <tbody> <tr> <td>Head of Neighbourhood Planning</td> <td>Oct 2012</td> <td>Improved Member knowledge and information.</td> <td></td> </tr> </tbody> </table>	Owner	By When	Target/Success Criteria	Progress	Head of Neighbourhood Planning	Oct 2012	Improved Member knowledge and information.					
Owner	By When	Target/Success Criteria	Progress										
Head of Neighbourhood Planning	Oct 2012	Improved Member knowledge and information.											

RESPONSE TO TASK AND FINISH GROUP ON PLANNING SYSTEM REVIEW

Recommendation R15/16	Localism Act and Planning			
Cabinet's Response	Accepted in principle. The key elements of the Localism Act are now embedded in the planning system. It will inevitably take time for neighbourhood plans (the key element of the Localism Act) to work their way through the system. On this basis it would be useful to hold a consolidating training session on the Localism Act early in 2013.			
Action	Owner	By When	Target/Success Criteria	Progress
Consolidating training session on Localism Act.	Head of Neighbourhood Planning	May 2013	Enhanced understanding of Localism Act and update on neighbourhood planning roll-out.	
Recommendation from Overview & Scrutiny Committee	Members voting in their own wards.			
Cabinet's Response	The recommendation in the report is that the Monitoring Officer be requested to ask the Audit and Governance Committee to consider whether the Planning rules should be changed to allow Planning Committee Members to vote on applications within their wards. Details comments will be provided to the Audit and Governance Committee on this proposal in due course. At this point however, the Monitoring Officer recommends that this change is accompanied by amended guidance for ward members in the Planning Code of Conduct both to reflect the current law on bias and pre-determination and to protect ward members who are also members of the Planning Committee and who wish to take part in the decision-making process.			
Action	Owner	By When	Target/Success Criteria	Progress
Monitoring Officer to prepare a report to Audit and Governance Committee.	Monitoring Officer	Sept 2012		

EXECUTIVE RESPONSE TO THE OVERVIEW & SCRUTINY TASK & FINISH GROUP REPORT ON COUNCIL PROCUREMENT POLICY AND LOCAL BUSINESS AND LOCAL EMPLOYMENT

REPORT BY DAVID POWELL, CHIEF OFFICER: FINANCIAL AND COMMERCIAL

REPORT TO CABINET MEMBER: CORPORATE SERVICES AND EDUCATION

DATE REPORT CONSIDERED AND DECIDED BY CABINET MEMBER: 29 MAY 2012

SCRUTINY COMMITTEE FINAL CALL IN DATE: 1 JUNE 2012

DATE DECISION TO BE IMPLEMENTED: 6 JUNE 2012

CLASSIFICATION: Open

Wards Affected

County-wide

Purpose

To respond to the review of fees and charging.

Key Decision

This is not a Key Decision.

Recommendation(s)

THAT

- (a) the response be agreed: and**
- (b) this is a decision delegated to the Cabinet Member.**

Introduction and Background

1. At the meeting of Overview & Scrutiny Committee on 19 March 2012 the Committee agreed the findings and recommendations to the Executive arising from the review of council procurement policy and local business and local employment (appendix A).
2. In developing its response the Executive has taken into consideration the current financial climate and future efficiency savings that face local government.
3. 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 to 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:

Further information on the subject of this report is available from
David Powell, Chief Officer: Finance & Commercial on (01432) 383519

- a. A consistent approach to full cost recovery and increased income generation to be achieved through the adoption of corporate charging principles. This principle also requires that implementation of income proposals should be supported and driven using a properly managed process with clear timescales and priorities;
- b. 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;
- c. A medium-term aim to develop an appropriate approach to extending the traded services model to provide a wider range of council services on a commercial basis;
- d. 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.

Key Considerations

4. The recommendations of the group were that:

- Council should consistently apply 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.
- 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.
- 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. 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 the rationale for levels of subsidy for services to local people. The council should make this information available on its website and at service hubs and information centres.
- Staff should receive the necessary training to behave in a business-like/commercial manner in developing and delivering council services
- 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.
- Benchmarking should be undertaken to learn from commercial markets exhibiting functional or capability similarities to council services.
- 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.
- 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.

Equality and Human Rights

5. Any decision to review council procurement policy charges will be subject to an Equality Impact Assessment. It is important that the council has due regard to the relevant part of the general duty under legislation covering the legislation equalities.

Financial Implications

6. All actions proposed will be met from within existing agreed budgets.

Legal Implications

7. There are no legal implications.

Risk Management

8. The proposed actions must be considered alongside progress within other relevant service areas to ensure a strategic and cohesive approach to future opportunities with regards to income and charging.

Consultees

9. None identified.

Appendices

10. Draft Executive Response
11. Report: Task & Finish Group Report on Council Procurement Policy

Background Papers

None

Recommendation No. 1	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.			
Executive's Response	The recommendation is accepted. Providing Proactis access to the council's partners provides clear benefits for local suppliers to access a 'one stop shop' of council and partner's tender opportunities; the Council, however, will need to review the functionality and security of Proactis to ensure that in providing access to other partners it would not compromise confidentiality of tender processes being managed by the Council.			
Action	Owner	By When	Target/Success criteria	Progress
To review any issues and risks in providing Proactis access to partners and mitigate where possible.	Head of Commercial Services	August 12	Full review of providing access to partners is undertaken including full issues and risk register.	
Subject to above – identify clear cost structure and training programme to enable partners to fully utilise Proactis	Head of Commercial Services and Hoople training	August 12	A clear cost structure and training programme is established	
If access is not possible options explored to share information about local suppliers with partners	Head of Commercial Services	August 12	Information is freely available and shared with partners.	

Recommendation No. 2	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.			
Executive's Response	The recommendation is accepted. The Council's database of suppliers is a list of organisations that have either expressed an interest to bid for council business or may be a current supplier. The council will establish arrangements to share data; however it should be noted that whilst the council can share this data it would be done so on the clear understanding that it is without approval or endorsement of any specific organisation by the authority			
Action	Owner	By When	Target/Success criteria	Progress

To explore ways in which the council's database of suppliers on Proactis could be shared with parish councils.	Head of Commercial Services Parish Liaison and Rural Services Officer	Sept 12	Database of suppliers is fully accessible by partner organisations.	
--	--	---------	---	--

Recommendation No. 3	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			
Executive's Response	The recommendation is accepted. The Council will review the role of CMO and ensure clarification of the role and responsibilities is communicated to all stakeholders.			
Action	Owner	By When	Target/Success criteria	Progress
Review CMO role and communicate to all stakeholders.	Head of Commercial Services	August 2012	Review of role is undertaken and communication to all stakeholders.	

Recommendation No. 4	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.			
Executive's Response	The recommendation is accepted. The council's Contract Register is currently updated annually and available for review/inspection at any time via the Council website. It is intended that Commercial Services (with support from Hoople Procurement) will provide monthly updates to Contract Monitoring Officers to increase visibility of contracts ending in the next 9 months or less to improve future procurement planning. It is anticipated that this will provide a more dynamic process than a 6 monthly review.			
Action	Owner	By When	Target/Success criteria	Progress
To issue monthly updates of contracts registers to the council's CMO on a monthly basis to provide	Head of Commercial Services (with support from Hoople	August 2012	Contracts registers are provided monthly.	

greater visibility of contracts and support greater	Procurement)		
<p>Recommendation No. 5 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.</p>			
<p>Executive's Response <i>The recommendation is accepted. This will form part of audit programme planning.</i></p>			
<p>Action To review annual audit plan to ensure sufficient coverage of contract audits</p>	<p>Owner Chief Officer: Finance & Commercial Head of Commercial Services</p>	<p>By When July 2012</p>	<p>Target/Success criteria To review the existing programme and ensure Value for Money issues are covered.</p>
<p>To ensure the Audit & Governance Committee is informed of progress</p>	<p>Chief Officer; Finance & Commercial Head of Internal Audit</p>	<p>September 2012</p>	<p>Progress Internal Audit (KPMG) have already commenced work on Value for Money issues. Progress reports in place.</p>
<p>Recommendation Nos. 6, 12 and 13 (6) 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. (12) 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 (13) 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</p>			
<p>Executive's Response <i>Also covers 12 & 13 - The recommendation is accepted. The Council will work with the local Chamber of Commerce and other sectors to deliver a programme of training and communication events to 1) increase awareness of the Council's opportunities, 2) the use of the Proactis system, 3) 'how to tender'</i></p>			

workshops and 4) support the development of consortia bodies to up-skill potential suppliers so they are better informed to try and win council business.			
Action	Owner	By When	Target/Success criteria
To agree with the Chamber of Commerce a programme of communication events.	Head of Commercial Services	Starting Sept 2012	Progress Programme is agreed and in place Events have been held over recent years and this will build on existing arrangements.

Recommendation No. 7	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.		
Executive's Response	<p>The recommendation is accepted. The Council agrees with the principle of mandatory use of Proactis but would need consider a number of factors:</p> <ul style="list-style-type: none"> • use of existing frameworks – it is recognised that in some cases the use of established framework provides better value solutions for the Council and therefore would negate the need to advertise. • Proportionality - to ensure that the appropriate processes are proportionate to the level of spend / complexity of the give procurement, it is recommended that use of Proactis is applied to tenders with a value above £10,000. • that the demands can be managed by the Hoople procurement team and/or a training programme for other users is implemented. 		
Action	Owner	By When	Target/Success criteria
To review the level of resources within Hoople Procurement to support this	Head of Commercial Services (with support from Hoople Procurement)	Sept 2012	Progress Review undertaken and actions agreed
Training programme for other users	Head of Commercial Services (with support from Hoople Procurement)	Sept 2012	Progress A training programme has been agreed and implemented.

Recommendation No. 8	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 months thereafter.		
Executive's Response	The recommendation is accepted. Subject to the factors in #7 a robust monitoring regime is implemented.		
Action	Owner	By When	Target/Success criteria
Subject to the factors in #7 a robust monitoring regime is implemented.	Head of Commercial Services (with support from Hoople Procurement)	Dec 12	Monitoring and reporting of use of Proactis is in place.
			Progress

Recommendation No. 9	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.		
Executive's Response	The recommendation is accepted. The council agrees with the proposal and would need to form part of the actions undertaken in response to Recommendation 8.		
Action	Owner	By When	Target/Success criteria
Implement a programme of annual presentations and awareness sessions.	Head of Commercial Services (with support from Hoople Procurement)	Dec 12	Programme of events are agreed and being delivered.
			Progress

Recommendation No. 10	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		
Executive's Response	The recommendation is accepted. The Council's Head of Commercial Services (HoCS) is a member of the National Advisory Group for Local Government (supported by the LGA) which as a consultation forum for new EU Procurement Rules and therefore well placed to have early sight of changes to procurement legislation and minimise any potential impact. In addition, the HoCS is also a member of the		

WM Procurement Board and WM Strategic Procurement Managers Group so has regular discussions with other authorities to benchmark current practices.			
Action	Owner	By When	Target/Success criteria
N/A – recommendation will be undertaken under business as usual	Head of Commercial Services	n/a	n/a
			Progress

Recommendation No. 11	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		
Executive's Response	The recommendation is accepted. The council agrees with the principles of this recommendation, implementation will need to be considered on a case by case basis as new tender requirements emerge.		
Action	Owner	By When	Target/Success criteria
Develop a training programme for council procurement stakeholders which will include the principles of applying proportionality to the council's procurement practices	Head of Commercial Services (with support from Hoople Procurement)	Sept 12	Training programme in place
			Progress

Recommendation No. 12	<p>(6) 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.</p> <p>(12) 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</p> <p>(13) 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</p>
------------------------------	--

Executive's Response	<i>Also covers 6 and 13. The recommendation is accepted. The Council will work with the local Chamber of Commerce and other sectors to deliver a programme of training and communication events to 1) increase awareness of the Council's opportunities, 2) the use of the Proactis system, 3) 'how to tender' workshops and 4) support the development of consortia bodies to up-skill potential suppliers so they are better informed to try and win council business.</i>			
Action	Owner	By When	Target/Success criteria	Progress
To agree with the Chamber of Commerce a programme of communication events.	Head of Commercial Services	Starting Sept 2012	Programme is agreed and in place	Events have been held over recent years and this will build on existing arrangements.

Recommendation No. 13	<p>(6) 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.</p> <p>(12) 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</p> <p>(13) 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</p>			
Executive's Response	<i>Also covers 6 and 12. The recommendation is accepted. The Council will work with the local Chamber of Commerce and other sectors to deliver a programme of training and communication events to 1) increase awareness of the Council's opportunities, 2) the use of the Proactis system, 3) 'how to tender' workshops and 4) support the development of consortia bodies to up-skill potential suppliers so they are better informed to try and win council business.</i>			
Action	Owner	By When	Target/Success criteria	Progress
To agree with the Chamber of Commerce a programme of communication events.	Head of Commercial Services	Starting Sept 2012	Programme is agreed and in place	Events have been held over recent years and this will build on existing arrangements.

Recommendation No. 14	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			
Executive's Response	The recommendation is accepted. A number of organisations, (e.g CLES.org.uk) has undertaken detailed analysis of the impact of council procurement spend on the local economy for other authorities. The council will undertake benchmarking analysis to establish the costs of commissioning such this requirement against potential in-house resources.			
Action	Owner	By When	Target/Success criteria	Progress
Put in place systems to capture information. Review options on undertaking this recommendation and identify recommended solution	Head of Commercial Services Head of Corporate Finance	Sept 12	Activity to meet the requirements of this recommendation has been undertaken and implemented.	
Recommendation No. 15	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			
Executive's Response	The recommendation is accepted. This is being explored as part of the discussions with Amey about future direction of the arrangement.			
Action	Owner	By When	Target/Success criteria	Progress
To explore the governance arrangements for the joint venture partnership	Director of Places	September 2012	To have sufficient representation on the Amey Wye Valley Board	

Recommendation No. 16	The Council reviews the benefits of joint venture companies to see if they are distorting the market and consequently did not represent value for money		
Executive's Response	The recommendation is accepted. The council can undertake a review of joint venture companies as recommended. Any decision to establish a joint venture company is tested at the time of establishment to ensure it is the most appropriate model. Delivery is monitored after an arrangement is put in place.		
Action	Owner	By When	Target/Success criteria
Review of joint venture companies.	Head of Commercial Services	Nov 2012	Review has been undertaken and reported.
			Progress

Recommendation No. 17	The potential for the Council's buying power to drive down costs be explored		
Executive's Response	The recommendation is accepted. The council is developing a procurement change programme to maximise its buying power through implementing a Category Management approach to procurement - supported by robust Contract Management and Supplier Relationship Management. This will be underpinned by common systems and processes (includes Proactis) and high quality spend data management information and capacity/capability building of key stakeholders.		
Action	Owner	By When	Target/Success criteria
Establish high quality spend data management capability	Head of Commercial Services	August 2012	Competitive spend analysis is in place and used by Commercial Services to drive strategy.
Develop systems to supply management information	Head of Commercial Services Head of ITC (Hoople)	Sept 2012	Continuous development programme of systems and processes has been implemented
Implement Category Management regime	Head of Commercial Services	Sept 2012	Appropriate resources are in place and Cat Mgt regime is being implemented.
			Progress



EXECUTIVE RESPONSE TO THE OVERVIEW & SCRUTINY

TASK & FINISH GROUP REPORT ON FEES & CHARGING

REPORT BY DAVID POWELL, CHIEF OFFICER: FINANCIAL AND COMMERCIAL

REPORT TO CABINET MEMBER: CORPORATE SERVICES AND EDUCATION

DATE REPORT CONSIDERED AND DECIDED BY CABINET MEMBER: 29 MAY 2012

SCRUTINY COMMITTEE FINAL CALL IN DATE: 1 JUNE 2012

DATE DECISION TO BE IMPLEMENTED: 6 JUNE 2012

CLASSIFICATION: Open

Wards Affected

County-wide

Purpose

To respond to the review of fees and charging.

Key Decision

This is not a Key Decision.

Recommendation(s)

THAT

- (a) the response be agreed: and**
- (b) this is a decision delegated to the Cabinet Member.**

Introduction and Background

1. In June 2011 cabinet agreed a number of charging principles. The report arose from a benchmarking review that showed Herefordshire was in the lower quartile in terms of potential fees, charging and income compared to other authorities. As a result it requested "Overview and Scrutiny Committee, through the Vice-Chairman Corporate Services, to undertake a review to identify options for the development of budgetary policy to support further income generation".
2. At the meeting of Overview & Scrutiny Committee on 19 March 2012 the Committee agreed the findings and recommendations to the Executive arising from the review of income and charging (appendix A).
3. In developing its response the Executive has taken into consideration the current financial climate and future efficiency savings that face local government.

4. 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 to 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. A consistent approach to full cost recovery and increased income generation to be achieved through the adoption of corporate charging principles. This principle also requires that implementation of income proposals should be supported and driven using a properly managed process with clear timescales and priorities;
 - b. 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;
 - c. A medium-term aim to develop an appropriate approach to extending the traded services model to provide a wider range of council services on a commercial basis;
 - d. 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.

Key Considerations

5. The eight recommendations of the task and finish group were that:
- a. Council should consistently apply 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.
 - b. 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.
 - c. 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. 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 the rationale for levels of subsidy for services to local people. The council should make this information available on its website and at service hubs and information centres.
 - d. Staff should receive the necessary training to behave in a business-like/commercial manner in developing and delivering council services
 - e. 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.
 - f. Benchmarking should be undertaken to learn from commercial markets exhibiting functional or capability similarities to council services.
 - g. 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.

- h. 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.
6. The Executive's response is contained at Appendix A. The response covers the eight recommendations and indicates wide acceptance of the Task and Finish group's report. It is clear that the current financial climate and national financial context signal the need for a transformation in approach. The proposed response to the nine recommendations of the scrutiny review takes account of the changing agenda and it is anticipated that the overall response will produce a clear and sustainable approach to charging.

Community Impact

7. Increases in fees and charges will have an impact on communities across Herefordshire. However, significant cuts to front line service provision would be necessary if the increase to median levels of fees and charges were not implemented.

Equality and Human Rights

8. Any decision to increase charges will be subject to an Equality Impact Assessment. It is important that the council has due regard to the relevant part of the general duty under legislation covering the legislation equalities.

Financial Implications

9. All actions proposed will be met from within existing agreed budgets.

Legal Implications

10. There are no legal implications.

Risk Management

11. The proposed actions must be considered alongside progress within other relevant service areas to ensure a strategic and cohesive approach to future opportunities with regards to income and charging.
12. The response in Appendix A has a series of dependencies and interdependencies between tasks. These are critical and will be part of the wider implementation/action plan to aid the response to the task and finish group's report. Income generation is critical to the council delivering on its challenging budget and changing the culture internally and behaviours externally. Actions are spread across all areas of the council and slippage in individual areas of the attached response will have consequences on the overall schedule. In order to mitigate this an overall project plan will be developed for all action owners. This will help ensure that the risk associated with any slippage can be understood.

Consultees

13. None identified but future changes to some charges will require consultation.

Appendices

14. Draft Executive Response
15. Task & Finish Group Report on Income and Charging – 19 March 2012

Background Papers

- Fees and Charges, Cabinet – 30 June 2011
- Fees and Charges Update, cabinet – 16 April 2012

Recommendation No. 1	Council should consistently apply 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.			
Executive's Response	The recommendation is accepted. Officers will ensure the principles are applied. The budget papers for Cabinet and Council will provide a full schedule of fees and charges.			
Action	Owner	By When	Target/Success criteria	Progress
Consistent application of principles	Chief Officer; Finance & Commercial	July 2012	All fees and charges assessed against principles and outcome shared with Cabinet.	Directorates to complete task end of July 2012. Guidance to be issued May 2012.
Include principles within Medium term Financial Strategy (MTFS)	Chief Officer; Finance & Commercial	October 2012	Inclusion of principles within MTFS for Cabinet and Council consideration.	Will be in first draft of MTFS in October 2012.
Provide full schedule of fees and charges as part of the budget process	Chief Officer; Finance & Commercial	September 2012	Schedule based on input from directorates. Schedule forms part of annual budget process.	First draft schedule to be completed by June 2012.

Recommendation No. 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, <u>all existing charges</u> should be tested against the principles in order to provide a baseline for future review.			
Executive's Response	The recommendation is accepted. It is the intention to review all existing charges over a period of time.			
Action	Owner	By When	Target/Success criteria	Progress
All new charges or changes will be tested against	Directors	As required and part of the budget	Evidence of assessment against principles with outcome held in a single	Guidance to be produced in May.

principles.			document.	
Existing charges to be tested against principles.	Directors	May 2013	All existing charges tested against principles and results report to Cabinet.	Guidance to be produced in May.

Recommendation No. 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. 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 the rationale for levels of subsidy for services to local people. The council should make this information available on its website and at service hubs and information centres.			
Executive's Response	The recommendation is accepted and it is the intention to use the Root and Branch process wherever possible to challenge subsidy levels.			
Action	Owner	By When	Target/Success criteria	Progress
Engage public and service users via Your Community, Your Say process.	Directors	Autumn 2012	Improved engagement and feedback about charging.	Discussion held with Assistant Director (Customer Services & Communication)
Review charges to establish level of subsidy as part of the root and branch process.	Head of Corporate Finance	September 2012	Clarity about level of subsidy in existing charging levels.	Hoople being engaged to support analysis.
Greater awareness of charging through better use of website.	Digital Channels Project Manager	September 2012	Charges to be published on website and provided at customer service centres.	

Recommendation No. 4	Staff should receive the necessary training to behave in a business-like/commercial manner in developing and delivering council services			
Executive's Response	The recommendation is accepted that training is a requirement; however this is a matter for the Head of paid Service to consider. A more significant requirement is to change the culture of the organisations so that it operates in a more commercial manner.			
Action	Owner	By When	Target/Success criteria	Progress
Training programme for managers	Head of Commercial Services and Hoople training function.	March 2013	All service managers and above to attend training events.	Proposal to be report to Commercial and Commissioning Board.

Recommendation No. 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			
Executive's Response	The recommendation is accepted. The Executive is committed to having management information that delivers greater clarity about the cost of service provision.			
Action	Owner	By When	Target/Success criteria	Progress
Development of Agresso system to provide greater management information.	Head of Corporate Finance (Council) and Head of Finance (Hoople)	December 2012	Services to be costed to enable inclusion of overhead costs.	
Best practice to be established to enable transfer of knowledge.	Head of Corporate Finance	September 2012	Engagement with other organisations to obtain information that leads to improvement.	
Presentation of information on costs to support management action.	Head of Finance (Hoople)	January 2013	Revised financial information that supports decision making. This will require a shift towards management accounting rather than financial accounting.	

Recommendation No. 6	Benchmarking should be undertaken to learn from commercial markets exhibiting functional or capability similarities to council services.			
Executive's Response	Benchmarking already plays an important part informing services how their performance compares with other local authorities. The challenge will be to find comparable external non local government bodies for benchmarking.			
Action	Owner	By When	Target/Success criteria	Progress
Investigate other potential benchmarking organisations.	Head of Commercial Services	September 2012	A set of non-local government organisations that can be benchmarked against.	
Review existing benchmarking information to seek evidence of comparability	Head of Commercial Services	September 2012	Clear understanding of the current position around service performance.	The council already has access to national benchmarking data.

Recommendation No. 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.			
Executive's Response	This links to subsidy of service issues. The digital channel project will assist minimise the cost of collecting charges.			
Action	Owner	By When	Target/Success criteria	Progress
Ensuring that as many as possible of charges can be paid for via digital channels.	Digital Channels Project Manager	September 2012	Increased volumes of charges payable via internet.	Council currently has internet payment provision.
Review of charging process via root and branch reviews.	Lead officers for root and branch reviews	To be established	Assessment completed of cost of charging for services.	
A review of customer	Digital Channels Project	November	Information on customer segmentation	

information currently available and proposals for further data collection.	Manager	2012	and impact of charges on activity.	
--	---------	------	------------------------------------	--

Recommendation No. 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			
Executive's Response	<i>The recommendation is accepted and the analysis of services will form part of the 2013/14 budget process. This will aid transparency as well as promoting debate about whether services should be subsidised.</i>			
Action	Owner	By When	Target/Success criteria	Progress
Provide analysis of all services against classifications.	Directors	September 2012	A comprehensive schedule of all services classified.	A list of services already exists: this will be the basis of this work

**WRITTEN STATEMENT OF A NON-KEY DECISION
CABINET MEMBER ENVIRONMENT, HOUSING & PLANNING**

ITEM:	EXECUTIVE RESPONSE TO THE OVERVIEW AND SCRUTINY TASK AND FINISH GROUP REPORT TOURIST AND TEMPORARY EVENT SIGNAGE REVIEW
Date of Decision:	22 June 2012
Exempt:	No
Confidential	No
Urgency/Special Urgency: (As defined in Constitution)	No
Purpose:	To approve the Executive response to the review of Tourist and Temporary event signage.
Decision:	THAT: the responses as set out in Appendix A of the report be approved.
Reasons for the Decision:	Overview and Scrutiny Committee have recognised that the current Tourist Signage and Temporary Event policies need to be revised the Executive have accepted the related recommendations.
Options Considered:	There are no alternative options. There is a legal requirement for the Executive to respond to the Overview and Scrutiny Committee.
Declaration of Interest:	
Date the decision is due to take effect:	28 June 2012

COUNCILLOR RB HAMILTON:..... Date: 22 June 2012
CABINET MEMBER ENVIRONMENT, HOUSING & PLANNING

<p>To be completed by officer:</p>	
<p>Date consent received from Chairman of Overview and Scrutiny Committee:</p>	
<p>Subject to Call-in:</p>	<p>This Decision was not called in OR This Decision was called in on DATE by Councillors NAME, NAME and NAME The call in meeting of the Overview and Scrutiny Committee was held on DATE</p>
<p>Was the decision modified?</p>	<p>Yes/No</p>
<p>If yes Cabinet Member (.....) decision reference:</p>	
<p>If no any comment(s) to be noted</p>	
<p>Date original decision took effect:</p>	<p>DAY AFTER SCRUTINY MEETING</p>

**EXECUTIVE RESPONSE TO THE OVERVIEW & SCRUTINY TASK & FINISH GROUP REPORT
TOURIST AND TEMPORARY EVENT SIGNAGE REVIEW**

REPORT BY DIRECTOR FOR PLACES AND COMMUNITIES

REPORT TO CABINET MEMBER: ENVIRONMENT, PLANNING AND HOUSING

DATE REPORT CONSIDERED AND DECIDED BY CABINET MEMBER:

SCRUTINY COMMITTEE FINAL CALL IN DATE:

DATE DECISION TO BE IMPLEMENTED:

CLASSIFICATION: Open

Wards Affected

County-wide

Purpose

To approve the Executive response to the review of Tourist and Temporary event signage

Key Decision

This is not a Key Decision.

Recommendation(s)

THAT: The response be approved

Key Points Summary

- In July 2011 Overview and Scrutiny Committee commissioned a Task and Finish group to review Tourist signage (Brown signs)
- The review was completed and in March 2012 the Overview and Scrutiny Committee agreed the findings and recommendations and in April 2012 wrote to the executive requesting a response to the recommendations.
- The Executive's response is attached.

Alternative Options

- 1 There are no alternative options. There is a legal requirement for the Executive to respond to the Overview and Scrutiny Committee.

Reasons for Recommendations

- 2 Overview and Scrutiny Committee have recognised that the current Tourist Signage and

Further information on the subject of this report is available from Rob Hemblade. Parks, Countryside and Leisure
Development Manager
on Tel: (01432) 261981

Temporary Event policies need to be revised the Executive have accepted the related recommendations.

Introduction and Background

3 In July 2011 the Overview and Scrutiny Committee commissioned a Task and Finish group to undertake a review of Tourist Signing (Brown Signs). At the first meeting of the group the scope was reviewed and Temporary event signage was added as it had a close bearing on the subject. The final agreed scope for the review was therefore:

- The review Tourist signing policy
- To review Tourist signing delivery
- To review the guidance provide on temporary event signage
- To review the temporary event signage delivery

Key Considerations

4 At the meeting of Overview & Scrutiny Committee on 19 March 2012, the Committee agreed the findings of the Task and Finish Group and made a number of recommendations to the Executive arising from the review.

5 The eight recommendations of the task and finish group were that:

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.*

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.*

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 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.

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.

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.

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

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 of the Town and Parish councils could play in respect of these areas, in line with the localism agenda

- 6 The action plan attached sets out the Executive's response to the recommendations. Essentially, a simple policy statement outlining the executive's commitment to supporting rural business, whilst ensuring road safety and minimising any environmental impact, will be drafted and consulted upon.

Community Impact

- 7 Emphasis will be placed on the proactive role local members and parish councils can play in these processes as signage has a financial and visual impact at a local level and it is in the interest of local communities that they take an active role.

Equality and Human Rights

- 8 All reports and guidance notes will be subject to an Equality Impact Assessment. It is important that the council has due regard to the relevant part of the general duty under legislation covering the legislation equalities.

Financial Implications

- 9 All actions proposed will be met from within existing agreed budgets.

Legal Implications

- 10 Legal Services will be consulted on the draft policy and guidance notes

Risk Management

- 11 There are number of risks involved within the reviews which include increasing the affecting road safety, increasing business costs, reducing tourism and reputational. These risks will be explored and appropriate mitigation measures put in place. There is a particular risk that that a disparity between the Highways Agency policy for the A49 and the revised Herefordshire Council Policy may become apparent. This will be mitigated through consultation and developing on the already close working relationship.

Consultees

- 12 None identified for this report but consultation will take place as set out in response

Appendices

- 13 Executive Response

Background Papers

- Task & Finish Group Report on Tourist and Temporary Event Signage Review – March 2012

Recommendations	<p>1. The eight recommendations of the task and finish group were that:</p> <p style="padding-left: 20px;"><i>Recommendation 1</i></p> <ul style="list-style-type: none"> a) <i>That the Herefordshire Tourist Signing Policy be reviewed;</i> b) <i>That all criteria requirements are reviewed with the emphasis on encouraging more businesses to apply for brown signs and in particular :</i> <ul style="list-style-type: none"> <i>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.</i> <i>II. All quality assurance schemes should be relevant and valid</i> <i>III. The criteria around the “i” Tourist Information Centre is revised.</i> <p style="padding-left: 20px;"><i>Recommendation 2</i></p> <p><i>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:-</i></p> <ul style="list-style-type: none"> a) <i>The different rules for commercial and non-commercial events should be removed</i> b) <i>Directional signage should be allowed early than 72 hours in advance</i> c) <i>The rapid removal of signs by the event organiser after an event should be rigorously enforced.</i> <p style="padding-left: 20px;"><i>Recommendation 3</i></p> <p><i>Wherever possible, usage should be made of symbols rather than words and local communities should be encouraged to make more use of multiple signage.</i></p> <p style="padding-left: 20px;"><i>Recommendation 4</i></p> <p><i>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.</i></p> <p style="padding-left: 20px;"><i>Recommendation 5</i></p>
------------------------	---

	<p>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.</p> <p><i>Recommendation 6</i></p> <p>That a wider review of all highway signage and delivery is carried out with a priority being to reduce sign clutter wherever possible.</p> <p><i>Recommendation 7</i></p> <p>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</p> <p><i>Recommendation 8</i></p> <p>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 of the Town and Parish councils could play in respect of these areas, in line with the localism agenda</p>		
Executive's Response	<p>The recommendations and the research undertaken by the review are noted. A new policy statement will now be developed taking account of the recommendations and then stakeholders consulted prior to final adoption. The aim will be to develop a simple and straight forward policy that supports local business and encourages tourism. The principle of full cost recovery for the service will be established and the policy will ensure that road safety is not compromised and the environment is preserved.</p>		
Action	Owner	By When	Target/Success criteria
Draft Tourist Signage Policy statement prepared	Director for Places and Communities	July 2012	Draft policy prepared for consultation
Consultation on draft Tourist Signage Policy	Director for Places and	September	Consultation carried out in line with corporate guidelines with Local Members
			Assistant Director Place Based Commissioning to complete draft policy by mid July 2012.
			Consultation to be completed by end of

statement to be carried out with Local Members, Parish Councils and key stakeholders	Communities	2012	Parish councils and key Stakeholders. To include Tourism businesses, Planning, Business Enterprise, Campaign for the Protection of Rural England and Highways Agency	September 2012.
Final Draft Prepared	Director for Places and Communities	October 2012	Results from consultation to be collated to provide evidence to support policy. Final draft prepared to reflect consultation feedback where appropriate.	Final draft completed by end of October 2012
Revised Tourist Signage Policy statement approved	Director for Places and Communities	November 2012	Revised Tourist Signage Policy statement to be approved by Cabinet Member for Highways and Transportation	Revised policy to be approved by end of November 2012

MEETING:	OVERVIEW AND SCRUTINY COMMITTEE
DATE:	4 JULY 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

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 current work. .

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 The current work programme is appended.. The appendix also contains a chart showing progress to date on the review of 'Safeguarding arrangements for Children'. A review of the Housing Allocations Policy and the Effective Use of the Housing Stock is planned to commence shortly.

Further information on the subject of this report is available from
Tim Brown, Democratic Services, on (01432) 260239

4 Reports from the following completed reviews have been considered by Cabinet Members and reports appear elsewhere on this agenda:

- Council Procurement Policy and Local Business and Local Employment
- Income and Charging
- Planning System Review – Development Control and the Operation of the Constitution
- Safeguarding Adults
- Tourist Signing (Brown Signs)

Community Impact

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

Financial Implications

6 The council is facing significant challenges in financial terms and through the national settlement and reductions in funding. The council's five year financial strategy includes an estimated 29.7% reduction in government formula grant. Budget decisions have been based on a set of core principles that include Supporting the Vulnerable. The process also includes fundamentally challenging what the council does to ensure appropriate use of public funding and quality of service.

6 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

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

Risk Management

8 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

9 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

10 Overview and Scrutiny Committee outline Work Programme

Herefordshire Public Services Rolling Programme

Background Papers

- None identified.

**OVERVIEW AND SCRUTINY COMMITTEE – 4 JULY 2012
ITEMS IDENTIFIED FOR INCLUSION IN THE WORK PROGRAMME**

THE CURRENT WORK PROGRAMME

14 SEPTEMBER 12	
Task and Finish Group Report – Safeguarding Arrangements for Children	To consider the Group's report.
Discussion with 2gether NHS Trust	To discuss current issues. Focus to be determined.
Discussion with West Midlands Ambulance NHS Trust	To discuss current issues. Focus to be determined.
Discussion with NHS West Mercia Cluster	To discuss current issues. Focus to be determined.
Corporate Plan	To comment on the Plan.
12 OCTOBER 12	
Discussion with Wye Valley NHS Trust	To discuss current issues. Focus to be determined.
Discussion with Clinical Commissioning Group	To discuss current issues. Focus to be determined.
Hereford Futures	To receive a report.
ICT Strategy	Report on digital channels strategy and links with Broadband to be made to the Committee in October to identify what needs to be reviewed.
Locality Working	Report to be made to Committee in October to identify what needs to be reviewed.
9 NOVEMBER 12	
Budget And Emerging Options 2013/14	To consider the position.
Executive Responses to Task and Finish Reviews	Safeguarding of Children
10 DECEMBER 12	
Discussion with 2gether NHS Trust	To discuss current issues. Focus to be determined.
Discussion with West	To discuss current issues. Focus to be

Midlands Ambulance NHS Trust	determined.
Discussion with NHS West Mercia Cluster	To discuss current issues. Focus to be determined.
11 JANUARY 2013	
Medium Term Financial Strategy	To make recommendations to Cabinet.
Discussion with Wye Valley NHS Trust	To discuss current issues. Focus to be determined.
Discussion with Clinical Commissioning Group	To discuss current issues. Focus to be determined.
15 FEBRUARY 2013	
22 MARCH 2013	
Discussion with 2gether NHS Trust	To discuss current issues. Focus to be determined.
Discussion with West Midlands Ambulance NHS Trust	To discuss current issues. Focus to be determined.
Discussion with NHS West Mercia Cluster	To discuss current issues. Focus to be determined.
12 APRIL 2013	
Discussion with Wye Valley NHS Trust	To discuss current issues. Focus to be determined.
Discussion with Clinical Commissioning Group	To discuss current issues. Focus to be determined.
10 MAY 2013	
JULY 2013	
Music Service	Agreed in July 2011 to review after 2 years.
OCTOBER 2013	
T&F – Income & Charging - Projected additional Income	O&SC 19 March 2012 added to the T&F Report that a report be made in Oct setting out how much of the projected additional income had been achieved and reviewing the intended and unintended consequences of new/additional

	charges.
--	----------

The following issues have been identified for consideration but not scheduled:

Amey Contract
Local Development Framework
Local Transport Plan
Corporate Delivery Plan
Root and Branch Reviews – (contained in Cabinet Report 5 April 2012 (p76) Member engagement by C/Member – O&SC – local members.)
Performance Report on Amey
Performance Report on Hoople
Performance Report on Waste Management
Children’s health and wellbeing (a focus on Childhood obesity)
Broadband
Access to health
Park and ride
Community Safety – (19 March on considering the Community Safety Strategy – decided to consider how to include community Safety in the work programme.)
Review of the Public Health Transformation Plan.
Performance Monitoring
Health Trust Quality Accounts
National Health Policies
GP Out of Hours Service;
Improving shop fronts in Market Towns;
Document control and information including the website;
Cycle Routes;
Governance of Health Watch;
Health & Wellbeing Board – governance and operation;

Suggestions from the Public (30 September 2011 on)

Suggestion that the Council’s consultation processes were flawed, exposing the Council’s decisions to the risk of challenge, and the processes should therefore be reviewed by the Committee.	OSC September 11
Request that the Committee consider the future of the libraries programme for the County.	OSC November 11

That the possibility of creating an eastern bypass for Hereford along a route close to the Aylestone Ridge should be explored.	OSC December 11
That the quality of Council surveys and the use of results of surveys should be examined. (Later clarified by e-mail – to refer to “the integrity of the Council’s research process”/ how research is commissioned, conducted, appraised and used.	OSC December 11 & OSC 13 April
LTP3 and the Link Road. How Cabinet anticipates making a decision on a compulsory purchase order for the ‘Link Road’ on 14 June 2012 when the new Local Transport Plan (LTP3) is not due to be considered by Council until July 2012	OSC 13 April
Concern over the ever expanding remit of Hereford Futures. When will the company provide a formal report to Council and make its accounts available?	OSC 13 April
The role of organisations which are promoting via the Herefordshire Council Parish Liaison Officer, the Living Villages and Herefordshire 20/20 events.	OSC 13 April
The role of the Parish Liaison Officer and whether it should be allowed to promote political events.	OSC 13 April
That the Committee carry out a full review of the Local Transport Plan (LTP) at its earliest opportunity and sustain its focus on the Plan by including it within the Committee’s work plan.	OSC 8 June
That the Committee should examine how the plans for development of the Enterprise Action Zone at Rotherwas could proceed without links to the LTP and LDF in place	OSC 8 June

Task and Finish Reviews –Progress Report

REVIEWS IDENTIFIED FOR FEASIBILITY STUDY	
Proposed Review	Status
Safeguarding of Adults in their own homes (with Healthwatch and CQC)	Feasibility Work commenced.
Road Surfaces (Potholes)	Feasibility Study complete. Officer response is that topic will be covered by Street Scene Root and Branch Review.
Traffic Speed Signs	Feasibility Study complete. Officer response is that topic will be covered by Street Scene Root and Branch Review.
Market Towns Shop Fronts	Feasibility Study complete. Officer response is that this could be incorporated in a Root and Branch Review looking into the part that building conservation work in general and market town shop fronts can play in a conservation-led regeneration of our market towns.
Tourism Use of the River Wye	Feasibility Study being undertaken.
Legal Services	Feasibility Study complete. Scoping to be confirmed.
Governance & Management of Joint Ventures/Partnering Arrangements –	Feasibility Study complete. Scoping to be confirmed
Proposed Review	Status
Accommodation Strategy	Feasibility Study complete. Scoping to be confirmed.
ICT Strategy	Feasibility Study complete. Report on digital channels strategy and links with Broadband to be made to the Committee in October to identify what needs to be reviewed.

Community Infrastructure Levy – draft policy for Herefordshire	Feasibility Study ongoing.	
Locality Working	Feasibility Study ongoing/complete. Scoping to be confirmed. Report to be made to Committee in October to identify what needs to be reviewed.	
REVIEWS IN PROGRESS		
Review	Meetings	
Comment	Comment	
Safeguarding arrangements for Children	25/8 15/9 14/10 22/11	Background documentation has been prepared and circulated to the Group. Interviews held with Police and Heads of Service. Next meeting is to consider arrangements for looked after children. Review Group will meet with Foster Carers in Moor House
	8/12 13/01/12 30/3/12 23/5/12 11/6/12 3/7/12	Meeting with young people in care at Centre 18 Meeting to discuss initial draft report. Meeting with teachers being arranged to get teachers viewpoint. Further work identified. Discussions with officers scheduled. Progress Discussion Interview Scheduled with Independent Chairman of Safeguarding Board.

Housing Allocations Policy and Effective Use of the Housing Stock	18/6/12	Consideration of background material.
REVIEWS COMPLETED AND AWAITING RESPONSE FROM THE EXECUTIVE		
Review	Comment	
Council Procurement Policy and Local Business and Local Employment	Review concluded. Findings reported to Overview & Scrutiny Committee on 19 March 2012. Cabinet Member Decision Notice issued.	
Income and Charging	Review concluded. Findings reported to Overview & Scrutiny Committee on 19 March 2012. Cabinet Member Decision Notice issued.	
Planning System Review – Development Control and the operation of the Constitution	Review concluded. Findings reported to Overview & Scrutiny Committee on 23 April 2012. Report now scheduled for consideration by Cabinet Member.	
Safeguarding Adults in Herefordshire	Review concluded. Findings reported to Overview & Scrutiny Committee on 19 March 2012. Cabinet Member Decision Notice issued.	
Tourist Signing (Brown Signs)	Review concluded. Findings reported to Overview & Scrutiny Committee on 19 March 2012. Cabinet Member Decision Notice issued.	

