

# AGENDA

## Overview and Scrutiny Committee

Date: **Friday 12 October 2012**

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Time: **10.30 am**

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

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

For any further information please contact:

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If you would like help to understand this document, or would like it in another format or language, please call David Penrose, Governance Services on 01432 383690 or e-mail [dpenrose@herefordshire.gov.uk](mailto:dpenrose@herefordshire.gov.uk) in advance of the meeting.

# **Agenda for the Meeting of the Overview and Scrutiny Committee**

## **Membership**

**Chairman**                      **Councillor A Seldon**  
**Vice-Chairman**              **Councillor JW Millar**

**Councillor AM Atkinson**  
**Councillor PL Bettington**  
**Councillor WLS Bowen**  
**Councillor MJK Cooper**  
**Councillor PGH Cutter**  
**Councillor EPJ Harvey**  
**Councillor MAF Hubbard**  
**Councillor RC Hunt**  
**Councillor TM James**  
**Councillor Brig P Jones CBE**  
**Councillor JLV Kenyon**  
**Councillor JW Millar**  
**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**

## AGENDA

		Pages
1.	<b>APOLOGIES FOR ABSENCE</b> To receive apologies for absence.	
2.	<b>NAMED SUBSTITUTES (IF ANY)</b> To receive details of any Member nominated to attend the meeting in place of a Member of the Committee.	
3.	<b>DECLARATIONS OF INTEREST</b> To receive any declarations of interest by Members in respect of items on the Agenda.	
4.	<b>MINUTES (TO FOLLOW)</b> To approve and sign the Minutes of the meeting held on 3 October 2012.	
5.	<b>SUGGESTIONS FROM MEMBERS OF THE PUBLIC ON ISSUES FOR FUTURE SCRUTINY</b> To consider suggestions from members of the public on issues the Committee could scrutinise in the future.  <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>	
6.	<b>QUESTIONS FROM THE PUBLIC</b> To note questions received from the public and the items to which they relate.  <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 <b>no later than two working days before the meeting</b> to the Committee Officer. This will help to ensure that an answer can be provided at the meeting).</i>	
7.	<b>HEREFORD FUTURES</b> To provide the Committee with an update on the structure and governance arrangements of Hereford Futures Ltd.	1 - 4
8.	<b>ADULT SOCIAL CARE FEES AND CHARGES FAIRER CHARGING POLICY (TO FOLLOW)</b> To receive a report on the Adult Social Care Fairer Charging Policy.	
9.	<b>LOCALITY WORKING - FIRST YEAR OF IMPLEMENTATION</b> To provide an update to the Committee on progress on locality working and seek contributions and advice on its successful development.	5 - 14
10.	<b>CORPORATE PLAN</b> To comment on proposals for the Council's corporate plan 2013/15 in order to inform Cabinet's recommendation to Council.	15 - 24
11.	<b>OVERVIEW AND SCRUTINY WORK PROGRAMME</b> To consider the Committee's work programme.	25 - 36



## **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.)

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- 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.
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**BROCKINGTON, 35 HAFOD ROAD, HEREFORD.**

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<b>MEETING:</b>	<b>OVERVIEW &amp; SCRUTINY COMMITTEE</b>
<b>DATE:</b>	<b>12TH OCTOBER 2012</b>
<b>TITLE OF REPORT:</b>	<b>HEREFORD FUTURES UPDATE</b>
<b>REPORT BY:</b>	<b>Economic Development Manager</b>

**CLASSIFICATION:** Open

### **Wards Affected**

Countywide

### **Purpose**

To provide the Committee with an update on the structure and governance arrangements of Hereford Futures Ltd.

### **Recommendation**

**THAT: The contents of this report are noted.**

### **Key Points Summary**

- Hereford Futures Limited is a not for profit private company limited by guarantee.
- The company is led by a highly experienced board of non-executive directors.
- The work of Hereford Futures is set and agreed through the Hereford Gateway Committee established by the Council and the Homes & Communities Agency.
- Hereford Futures manage delivery of agreed projects through a series of Task Groups.
- Hereford Futures operates a budget which relates to and reflects the delivery of the priorities agreed by the Gateway Committee.

### **Alternative Options**

- 1 There are no alternative options identified in this report.

### **Reasons for Recommendations**

- 2 Overview and Scrutiny have requested a report detailing the governance arrangements, funding position, and terms of reference.

## Introduction and Background

- 3 Hereford Futures Ltd has been operating since February 2006, originally being established as ESG Herefordshire Limited as a Joint Venture between Herefordshire Council and Advantage West Midlands (AWM) in order to lead the physical redevelopment of 100 acres (40 hectares) of land immediately to the north of the historic centre of Hereford. The company changed its name to Hereford Futures Limited on 30 June, 2010 to reflect its new city-wide regeneration role.

## Key Considerations

- 4 Hereford Futures Limited is a not for profit private company limited by guarantee, with the members of the Board being the guarantors. All of the Board live and/or work in Herefordshire and have been recruited based upon their commitment to the county and their individual skills and knowledge relevant to the remit of the company, providing an invaluable resource which the Council can draw upon for commercial advice. All Board members sign letters of appointment on joining the Board, serving two terms of three years plus an option for one further term.
- 5 The objectives of the company are to assist, promote, encourage, develop and secure development and growth in the physical and economic environment of the whole of Hereford and its environs ("Hereford"). To achieve its objectives Hereford Futures operates as a public-private partnership, co-ordinating on behalf of the Council a wide range of challenging projects which combine into a multi-million pound programme.
- 6 The company is led by a highly experienced board of non-executive directors, chaired by Major General Ted Willmott CB OBE MA CEng FICE, including the Leader and Chief Executive of the Council and Chief Executive of the Company (the sole executive director) with the Homes & Communities Agency having observer status at meetings.
- 7 The company has put in place corporate governance procedures, including sub-committees of the Board (Task Groups) actively engaging Board members in the process. Separate Nominations, Audit and Remuneration Committees are in place.
- 8 The work of Hereford Futures is set and agreed through the Hereford Gateway Committee established by the Council and the Homes & Communities Agency to represents the views and objectives of the respective organisations working in partnership to achieve the Council's vision for sustainable growth and prosperity.
- 9 The Gateway Committee meets twice yearly to debate and agree implementation strategy. The Committee determines whether projects should be delivered through Hereford Futures and also reviews the resource requirements to support delivery.
- 10 Once the Gateway Committee has approved a project, Futures manage delivery through a series of Task Groups, which are respectively chaired by a non-executive director of the Board. Progress is reported back to both the Futures Board, and also the Joint Executive Team which reviews and co-ordinates project progress on behalf of the Gateway Committee.
- 11 Each Task Group brings together Board members, officers of Hereford Futures, officers of Herefordshire Council and co-opted members required to add relevant support and expertise.

The four Task Groups are:

- Commercial Task Group, focuses in particular on the city centre project priorities, including the Stanhope scheme and the Buttermarket. This task group also supports the economic

viability and vitality of the city centre, and looks to act in support of projects which will enhance and support the attractiveness of Hereford as a destination of choice.

- Economy, Education & Training Task Group, focuses on Higher Education and strategic employment land issues. This group also has a key role in helping to secure the desire for a HE offer in the city, and linking that aspiration with the needs of the Enterprise Zone.
- Community & Housing Task Group, which focuses on housing growth, city living and the Urban Village.
- Infrastructure Task Group coordinates key infrastructure issues related to the whole Futures Programme and also ensuring that prospective capital projects have sufficient capacity to meet the needs of investors. Given the fundamental importance of statutory bodies in the successful planning and deployment of infrastructure, a Strategic Infrastructure Task Group has been created to augment with this Task Group, and includes senior representation from essential utilities such as Western Power Distribution, Welsh Water as well as the Environment Agency and Natural England.

## **Community Impact**

12 There are no community impacts of this update report.

## **Equality and Human Rights**

13 This report does not consider Equality and Human Rights.

## **Financial Implications**

14 Hereford Futures operates a budget which relates to and reflects the delivery of the priorities agreed by the Gateway Committee.

15 The budget is divided between an operating budget, which covers the costs of the core staff, accommodation and related running costs and a project budget which draws together the additional specialist input required (e.g. legal advice) to deliver Hereford Futures agreed role in the implementation of the priority project activity year on year.

16 All funding is routed through Herefordshire Council which acts as the accountable body for Hereford Futures' funding. The Company was originally established and funded by Herefordshire Council and Advantage West Midlands with a Joint Venture agreement between the two parties, signed by ESG Herefordshire Ltd, reflecting the operation and resources to be deployed to the relevant project activity.

17 Necessary land acquisition and resources have been held by Herefordshire Council and in the case of business relocations by AWM (those assets were transferred to the Homes & Communities Agency in September 2011) with agreements with development partners signed by the appropriate landowners.

18 The operating and project budgets are now serviced by Herefordshire Council, utilising, as part of its commitment the supplementary revenue streams generated from land acquisitions and other investments, originally put in place by AWM, through on going management agreements with the successor body the Homes & Communities Agency, to ensure that that funding continues to be reinvested in the regeneration of Hereford.

## **Legal Implications**

19 There are no legal implications of this update report.

## **Risk Management**

20 There are no risks associated with this update report.

## **Consultees**

21 N/A

## **Appendices**

22 N/A

## **Background Papers**

- None identified.

<b>MEETING:</b>	<b>OVERVIEW AND SCRUTINY COMMITTEE</b>
<b>DATE:</b>	<b>12<sup>TH</sup> OCTOBER 2012</b>
<b>TITLE OF REPORT:</b>	<b>LOCALITY WORKING – FIRST YEAR OF IMPLEMENTATION</b>
<b>REPORT BY:</b>	<b>Sustainable Communities Manager</b>

**CLASSIFICATION:** Open

### **Wards Affected**

County-wide

### **Purpose**

To provide an update on progress on locality working and seek contributions and advice on its successful development.

### **Recommendation(s)**

**THAT: the report be noted.**

### **Introduction and Background**

- 1 This report describes progress in respect of locality working in Herefordshire over the last year and shares examples of best practice and challenges currently being faced.
- 2 Locality working aims to deliver the objectives of the Locality Strategy for Herefordshire, approved by Cabinet in March 2011 [Locality Strategy](#). Locality working is focused on four strategic objectives:
  - a) Strengthened community leadership - working together for the benefit of the local area;
  - b) Services meeting the needs of communities - designed and delivered to reflect local needs;
  - c) Joined up local services - sharing of resources and integrating services;
  - d) Working in partnership with empowered communities - local people involved in local decisions and given more control over local issues.
- 3 The first year has seen the development of practical arrangements to build up a picture of each locality to try to improve communication with Ward Members and other local community leaders and stakeholders, complete an asset mapping exercise within each locality, encourage multi-agency tasking where appropriate, as well as service areas using localities as a framework for greater engagement on the future of services.
- 4 It is clear that some localities are further ahead than others, in terms of levels of engagement and overall approach as well as developing a shared understanding of the principles and

opportunities of locality working. There are also a number of tensions being exposed when developing new ways of working at a time of decreasing resources.

## Key Considerations

- 5 As part of the Locality Strategy, a common approach to localities has been developed by HPS working with wider partners. Nine locality areas were identified to help structure service delivery closer to communities and to better address local needs. HPS together with a number of other key organisations are actively working to shape how services can be delivered and communities engaged, on the basis of these nine areas.
- 6 The following principles of locality working were developed following consultation with key stakeholders, including parish councillors, ward members and Herefordshire Partnership partners:
  - Flexible approach to how each locality will operate
  - Focus on delivering the 4 objectives
  - Leadership and commitment from ward members, partner organisations and Council staff
  - Locality Networks develop, building on existing community structures
  - A reporting mechanism to capture issues and develop solutions is agreed and actioned
  - At least one event a year in each locality
  - Mechanism for sharing information and intelligence
- 7 In order to support this approach a number of practical arrangements have been put in place to support locality working:
  - Herefordshire Council allocated Locality Lead Officers (LLOs) in summer 2011. These senior officers have developed a dialogue with the local members in their locality, identified and engaged with key partners and have begun to develop an understanding of the locality and map key issues;
  - Resources have been assigned to support LLOs, to include additional officer support in some localities and sources of information by locality, such as parish plans, locality asset reviews and mapping of diversity issues. There are profiles for each locality which contain a range of statistics about the locality and any large distinct areas, highlighting key facts, either relative to the county as a whole or notable variations within the area [About localities - Facts and Figures](#). Further iterations of these profiles will provide updated information both from statistics and the wider intelligence which is being gathered.
  - A locality engagement toolkit has been compiled, to support improved engagement and community development, providing a set of pointers and practical guidelines to address issues raised within localities, using local case studies as examples and inspiration. The [Localities Engagement Toolkit](#) is available as an on line resource.
  - Some organisational partners have aligned their resources to locality areas, such as West Mercia Police, Herefordshire Division and General Practitioners.
- 8 Example activities, demonstrating locality working to date, are described below under each of the objectives:

Strengthened community leadership

  - Regular ward member briefings by LLOs and partner officers as appropriate in each locality
  - Locality networks developing with ward, town and parish councils, third sector and

some delivery partners. Some localities are using newsletters to aid communication in communities.

- At least one Lead Locality Officer at senior management level identified within Herefordshire Council for each locality [Lead Locality officers](#)
- 2011 Charter for joint working between Herefordshire Council and town and parish councils approved, recognising the key role of the councils in locality working.
- Neighbourhood planning seminars with ward members and parish councillors held in each locality, providing a model for further such events. Over half of parish councils attended events, with positive feedback received. A number of parish councils are showing an active interest in developing a Neighbourhood Plan for their area as a mechanism for deciding the future of the places where they live and work.
- Localities Engagement Toolkit drafted with support materials.

#### Services meeting the needs of communities

- Protocol being developed as part of Charter to support delegation and devolvement of services to a parish and town council level.
- Some individual services being identified by both town and parish councils and Herefordshire Council as having potential for delegation or devolvement
- Locality profiles, extrapolating variances in need have been completed and published on the Herefordshire Council website and shared with locality contacts and ward members.
- Localities Engagement Toolkit highlighting case studies where local community leaders have developed local solutions to service delivery e.g. Fownhope bus service, community libraries.
- Increasing number of services using the framework of localities to have local conversations on redesign and delivery of specific services, such as Children Centre conversations.
- Programme of community asset transfers, to provide base and revenue stream for community anchor organisations, as well as local venue for service delivery;
- Offers from service providers to discuss locality issues with local members such as Amey Wye Valley.
- Your community – your say initiative identifying local priorities to feed into the service planning process

#### Joined up local services

- Locality working arrangements such as Children's Services Multi Agency Group meetings, involving various partners.
- Multi-agency tasking and co-ordination (MATAC) joint working on anti-social behaviour and other community safety concerns, with intelligence provided on locality basis and tasking, if appropriate. Two example activities are the police working with community contacts in Leominster and working with young people to address alcohol related disorder through an effective partnership set up in Ross-on-Wye Town.
- Asset mapping exercise completed and reported to Cabinet, and used to aid discussions in some localities around future options. Use of assets has been discussed with other local organisations and arrangements put in place, such as the police working in localities through different buildings, including the Leominster Customer Service Centre.

#### Working in partnership with empowered communities

- Incorporating evidence from town and parish plans into overall understanding of localities, together with supporting planning groups to develop and achieve actions they identify. [Parish Plans \(also known as Community Led Plans\)](#)
- Service providers working with parish planning groups to identify opportunities for service redesign and development.
- Participatory budgeting exercise within some parish councils to support local communities

- to be more involved in local activity.
- Projects are being developed through locality networks, for example the John Kyrle High School feasibility study.
- Localities Engagement Toolkit highlighting case studies demonstrating effective partnership working to develop local solutions to issues identified by local communities e.g. Belmont Pools, Tudorville Community Centre.

## 9 Challenges faced to date

- Responding to feedback received in 2011, a flexible approach to how locality working was implemented in each locality was agreed. There is therefore a lack of a level of consistency in how each locality is operating, including different levels of engagement across stakeholders and locality working developing at different rates in each locality. Accepting variance in approach by locality, a greater degree of consistency is to be addressed through development of minimum operating standards for Lead Locality Officers.
- Levels of officer support for each locality vary and there are significant differences in population size of localities, which also impacts on the number of potential stakeholders to engage with.
- There is constant activity being generated and driven by communities. This is happening regardless of any local or national policies or initiatives. However locality working provides an opportunity to provide on-going support at a local level. It has been recognised that further officer level support should be identified at a level below Assistant Director for each locality, by realigning resources and in so doing, providing development opportunities for current staff.
- The degree to which ward, town and parish councils are involved in locality working is also variable, with differences in understanding and approaches to locality working. Locality working can provide a context for ward members and other community leaders to share best practice and practical solutions.

## 10 Next steps

The Herefordshire Quality of Life Survey 2012 results [Herefordshire quality of life survey - Facts and Figures](#) have been drilled down to locality level and are being used to inform 'Your community – your say' community engagement exercise during September and October 2012. Lead Locality Officers are supporting engagement events in each locality and will build on this going forward as part of their locality role. 'Your community – your say', should provide a basis for developing engagement with communities and further opportunity for ward members and officers to have in depth conversations with their local communities around future service delivery options.

The Safer and Stronger Communities Review will be taking a cross cutting view on how we can better design services and work with providers with localities identifying priorities for services, more involvement by local providers of services (including parish councils and local voluntary and community sector groups) as well as local communities being empowered to do things for themselves from their own resources.

Steps have been put in place to ensure a more consistent approach to the implementation of locality working (see 9 above). This will be kept under review by Senior Management Team and HPSLT and reported to the Cabinet Member as appropriate.

An exercise will also be conducted to map progress of each locality and key stakeholders against the success measures (Appendix A). Whilst locality working will develop at different rates across the localities, a gap analysis will enable partners to assess whether any greater input might encourage greater progress.



## Community Impact

- 11 Strong strategic links exist between Locality working and the Herefordshire Public Services Outcomes in the Corporate Plan;
- Enhanced local democracy and community engagement; and
  - Ways of working that reflect the needs and priorities of people and place.

The vision for locality working is clearly set out in the Locality Strategy:

*“To strengthen communities by increasing choice and control over service delivery in their area, and enabling them to take responsibility for local issues”*

To what extent this vision is taken forward in the future needs to be clearly agreed and supported. The fundamental principle behind locality working is working more closely and effectively with our communities. More work and understanding is required, to fully integrate this principle across all service areas within Herefordshire Council, in order to maximise resident satisfaction with service provision and make best use of the skills and resources, collectively available in Herefordshire.

Measuring impact: In order to be able to describe and measure progress in locality working, staged measures of success against outcomes have been compiled and are attached as Appendix A. This provides examples of what success will look like and the roles and responsibilities of both local communities and service providers if this vision is to be fully achieved.

## Equality and Human Rights

- 12 The Equality and Human Rights team are providing an integral role in locality working. The team have provided valuable insight into diversity issues and profiles by locality and are helping to facilitate better engagement with those people who are ‘hard to reach’ in our communities and/or those who experience barriers to involvement. The Your Community, Your Say engagement will include specific targeting of sections of the community, in order to provide a picture across society in Herefordshire. All of the above demonstrate a proactive approach to delivering our public sector equality duty.

## Financial Implications

- 13 All activities within locality working are met within existing agreed budgets and aim to make best use of assets and resources within Herefordshire Council.

## Legal Implications

- 14 There are no legal implications.

## Risk Management

15. Consideration should be given to:

Any misunderstanding of the aims behind locality working or treating it as a separate project, rather than a way of working with our communities looking to the future, would undermine the work to date. It could also minimise the advantages that a joined up approach to service provision and closer working with residents, charitable and business sectors could bring, through corporate programmes such as the Root and Branch review. Improved understanding of locality working, through clear communication and practical examples, will

help to align support, reduce duplication and increase opportunity.

## **Consultees**

- 16 Consultation occurred with ward members, parish councils and organisations through Herefordshire Partnership during 2011. Feedback was incorporated to include a move from Locality Partnerships, to less formal networks, building on elected members' community leadership role and recognising locality individuality - 'one size does not fit all'.

## **Appendices**

Appendix A – Locality working Success Measures

## **Background Papers**

Locality Strategy for Herefordshire – March 2011 [Locality Strategy for Herefordshire](#)

Facts and Figures About Herefordshire – About Localities web pages, including profiles for each locality [About localities - Facts and Figures](#)

Introduction to Localities – webpages on locality working [Localities - Herefordshire Council](#)

Herefordshire Localities Engagement Toolkit [Localities Engagement Toolkit](#)

## Locality Strategy Vision

To strengthen communities by increasing choice and control over service delivery in their area, and enabling them to take responsibility for local issues

## Our Approach

We will do this through greater connection with communities, strengthening the role of citizens, enhancing local democracy and encouraging service providers to work better together, so that we achieve better outcomes for people and places together.

## Our Objectives

- Strengthened community leadership
- Local service delivery meeting the needs of communities
- Joined up local services
- Working in partnership with empowered communities

## Our Outcomes

Outcomes	Stage 1 measures of success	Stage 2 measures of success	Stage 3 measures of success
<b>Empowered local people who have influence over local decision making and who participate in and feel part of their community</b>	<ul style="list-style-type: none"> <li>• Identification of community leaders and community champions developed into Locality Network</li> <li>• Local planning and prioritisation which communities lead in producing and delivering in their area e.g. neighbourhood planning, parish planning</li> <li>• Common understanding amongst partners of what community empowerment is and why it is important</li> </ul>	<ul style="list-style-type: none"> <li>• Communities drive forward with partner support community concerns and actions, working together to secure services which communities themselves have identified: local post office, community speedwatch</li> <li>• Increasing and diverse numbers of residents are increasing their skills, knowledge and confidence to actively participate and volunteer in their community</li> </ul>	<ul style="list-style-type: none"> <li>• Communities co-design policies, are involved in budget decisions and co-produce services</li> <li>• Local communities taking on the delivery of local services</li> <li>• Regular mature and inclusive conversations taking place in communities</li> <li>• Parish councils involving residents in making decisions over the setting of the annual precept</li> <li>• Extended range of community leaders identified and involved</li> </ul>

Outcomes	Stage 1 measures of success	Stage 2 measures of success	Stage 3 measures of success
<p><b>Services delivered in each locality which reflect the needs and priorities of local communities</b></p>	<ul style="list-style-type: none"> <li>• Multi-agency working across public sector to resolve issues</li> <li>• Communities know where to access the services – single point of contact / effective signposting amongst partners</li> <li>• Needs identified through Locality conversations, are fed into and reflected in the Integrated Needs Assessment (INA) developing the Locality profiles</li> </ul>	<ul style="list-style-type: none"> <li>• Partners working together with communities on what can be done differently to deliver services that matter</li> <li>• Parish and town councils and other community organisations offered opportunities to be involved in delivery of local services</li> <li>• Locality plan with identified priorities tested and agreed by local community and other partners</li> <li>• Public Sector commissioning linked to INA locality profiles</li> </ul>	<ul style="list-style-type: none"> <li>• Co-production of services driven by interests and aspirations of service users</li> <li>• Diverse service delivery – including community enterprises, employee mutuals</li> <li>• Services designed to be accessible locally</li> <li>• Self reliance - enabling communities to support themselves</li> </ul>
<p><b>Better engagement with communities by offering opportunities that are relevant to them and their area</b></p>	<ul style="list-style-type: none"> <li>• Agreed locality arrangements for community engagement by partners</li> <li>• Identification of communities, whether of interest or place which need more development support than others</li> </ul>	<ul style="list-style-type: none"> <li>• Relevant and accessible range of engagement activities where people can have their say, get actively involved in shaping and improving their area</li> <li>• Engagement with communities of interest / place with relevant support provided</li> <li>• Communities receive regular feedback on impact of their involvement – what has changed and what hasn't (and why)</li> </ul>	<ul style="list-style-type: none"> <li>• Partners work together to design a common system of engagement both in the language used and the sharing of information, skills and resources</li> <li>• Partners actively consider and welcome opportunities for involving, collaborating and empowering communities</li> </ul>

Outcomes	Stage 1 measures of success	Stage 2 measures of success	Stage 3 measures of success
<p><b>More efficient use of resources through the maximum integration of services</b></p>	<ul style="list-style-type: none"> <li>• Joint use of assets across public sector partners, with co-location of services based on the 9 localities</li> <li>• Locality working model agreed by all key partners, with service delivery based on the 9 localities</li> </ul>	<ul style="list-style-type: none"> <li>• Joint use of assets across all partners</li> <li>• Rationalisation of assets including community management and or/ ownership of assets</li> <li>• Integrated multi-agency teams with focussed interventions in priority communities</li> </ul>	<ul style="list-style-type: none"> <li>• Pooling of resources across all partners to commission and deliver mutually agreed priorities, based on integrated needs assessment, with services tailored to each locality</li> <li>• Move to design and deliver a prevention and early intervention service model, tailored to meet local variation through understanding local intelligence - what is needed and what will be effective</li> <li>• Smarter analysis of long-term costs and benefits so that spending decisions are based on reliable data</li> </ul>
<p><b>A reduction in local bureaucracy by removing the barriers and reducing the burdens that currently prevent community action</b></p>	<ul style="list-style-type: none"> <li>• Effective sharing of data and information amongst partners</li> <li>• Focus on outcome based commissioning of services</li> <li>• Partners define the scope of community involvement in service delivery and communicate widely</li> </ul>	<ul style="list-style-type: none"> <li>• All partners at all levels within their organisations enable and facilitate community involvement</li> <li>• Local government uses the “General Power of Competence” to proactively support community action</li> </ul>	<ul style="list-style-type: none"> <li>• Culture change within all organisations, with partners developing long-term and cross-cutting services and identifying and tackling issues early</li> </ul>

<b>Outcomes</b>	<b>Stage 1 measures of success</b>	<b>Stage 2 measures of success</b>	<b>Stage 3 measures of success</b>
<b>Increased involvement of communities in local democratic processes</b>	<ul style="list-style-type: none"> <li>● Ward members briefed and equipped to discuss locality working approach with parish councils and other community leaders</li> <li>● Working relationship established between LLOs and ward members, local service providers and community leaders</li> <li>● Members working with their parish councils to engage communities</li> </ul>	<ul style="list-style-type: none"> <li>● Ward members involved in developing and implementing the community empowerment vision</li> <li>● Cross party support for community empowerment within a locality</li> <li>● Induction and on-going development programmes for members and parish councillors have a strong community empowerment theme</li> </ul>	<ul style="list-style-type: none"> <li>● Some devolution of decisions and / or budgets to enable ward members to play an active role in local decisions with accountability to residents</li> <li>● Ward members raise with the administration the issues of concern arising from their ward / locality</li> <li>● Community involvement encourages more people to take on governance roles and stand for election</li> <li>● Greater confidence in local democracy reflected in greater engagement with representatives and higher turn-out at elections</li> </ul>

<b>MEETING:</b>	<b>OVERVIEW &amp; SCRUTINY COMMITTEE</b>
<b>DATE:</b>	<b>12 OCTOBER 2012</b>
<b>TITLE OF REPORT:</b>	<b>CORPORATE PLAN 2013/15</b>
<b>REPORT BY:</b>	<b>DIRECTOR OF CORPORATE SERVICES</b>

**CLASSIFICATION:**

Open

**Wards Affected**

County-wide

**Purpose**

To comment on proposals for the Council's corporate plan 2013/15 in order to inform Cabinet's recommendation to Council.

**Recommendation**

**THAT: the Committee considers the draft plan and makes any recommendations it considers appropriate to Cabinet on the proposed content**

**Key Points Summary**

- The corporate plan provides the key strategic policy framework document for the council
- The proposals within the plan are informed by a situational analysis including policy direction, current performance and a latest summary of our evidence base including Understanding Herefordshire and the Your Community, Your Say community engagement process.
- The plan, approved by Council in November, will provide the context for development of budget proposals, the Medium Term Financial Strategy and 2013/14 service delivery planning.

**Alternative Options**

- 1 Not to revise the plan. The current plan reflects the joint priorities and objectives set by the council in partnership with NHS Herefordshire in 2011. Given the changing partnerships with health, and the current evidence base, this plan becomes less meaningful as the prime strategic document for the council.

**Reasons for Recommendations**

- 2 To ensure that Cabinet benefits from the views of the Committee in formulating its recommendations to Council.

## Introduction and Background

- 3 Cabinet have agreed a corporate planning cycle that enables the corporate plan, as the overarching policy document for the council, to be informed by an integrated evidence base (considered by Cabinet in June), and to then inform future service planning and budget setting.
- 4 The views of Overview & Scrutiny Committee are sought to inform Cabinet's deliberations on 18 October when formulating their recommendations to Council.

## Key Considerations

- 5 The corporate plan does not seek to set out everything the council is seeking to achieve; however it does provide the overarching policy framework within which decisions will be taken and resources allocated.
- 6 The plan seeks to identify the council's contribution to meeting the broader county vision set out in the Herefordshire Partnership community strategy (currently under review), and the draft Health & Wellbeing Strategy. It is underpinned by a number of key thematic strategies such as the economic development strategy, child poverty strategy, strategic delivery plan for transforming adult services, and *Yes We Can* the strategic plan for children and young people.
- 7 The proposals set out the identified priorities for the council on the basis of the situational analysis. The ongoing Root & Branch Review programme, scheduled to make key change proposals until September 2013, will inform the need for further refinement of the corporate plan, as the reviews aim to redefine the role of Herefordshire Council and other public services, set out the priorities for the next decade, and enable the rebuilding of budgets with clear links between spend and results.

## Community Impact

- 8 Cabinet considered *Understanding Herefordshire*, the integrated evidence base and needs assessment, at its meeting on 14 June. Recommendations from *Understanding Herefordshire* were that we:
  - Be proactive about our changing demographics, identifying the predicted rise in need for services and ways to address it.
  - Develop the infrastructure, services and support networks needed to promote self-help and a sense of personal responsibility and to enable people to live independently. This will include direct service provision as well as housing and accommodation that facilitates independence, the economy, spatial planning, transport, engagement with the third sector and communities, and support for carers.
  - Continue to build on a community based approach, developing our assets of volunteers, carers, third sector organisations, active communities and statutory services.
  - Adopt this community based approach to provide comprehensive and integrated services and support for people living with Dementia.
  - Ensure that the environment and infra-structure enables people to make healthy choices such as cycling and walking, as well as supporting economic growth and improved connectivity.
  - Target preventative activities at the major causes of morbidity and premature mortality, in particular smoking, alcohol and falls.



- Make childhood obesity a priority for all stakeholders, tackling the underlying causes as part of a joined up strategy.
  - Ensure continued improvement for Early Years and Foundation Programme, primary and secondary school children to achieve top quartile performance.
  - Ensure the various strategies targeting families living in poverty are joined up to provide an integrated response.
  - Address social inequalities through a comprehensive approach, encompassing opportunities such as employment as well as lifestyle behaviours, access to services and community engagement.
  - Undertake more in depth analysis in the following areas:
    - Domestic violence
    - The care needs of people with learning disabilities
    - Impact of changes to the welfare system, particularly on families
- 9 The summary of key findings from the Quality of Life Survey are attached at Appendix A. There was general support for the six priorities proposed in the survey, however the top three were clearly identified as **creating a successful economy, improving health and social care** and **raising standards for children and young people**.
- 10 Taking into account the situational analysis, including the evidence base, , the draft plan reflects two broad priorities: supporting the development of a successful economy, and improving quality of life for the people of Herefordshire. For the latter a particular emphasis is placed upon ensuring that public services are prioritised to meet the needs of the most vulnerable within our communities (i.e. those in need of services to maintain their independence or stay safe) whilst enabling an improved quality of life for the wider population less reliant upon existing models of public sector service delivery.

## Equality and Human Rights

- 11 Reducing inequalities are clearly articulated outcomes within the draft corporate plan. Individual elements of activity within the delivery plan would undergo equality impact assessments as an integral part of their planning and implementation.

## Financial Implications

- 12 There are no direct financial implications arising from this report. The corporate plan, once approved, will provide the context within which the Medium Term Financial Plan is agreed.

## Legal Implications

8. There are no legal implications arising from this report; the budget and policy framework rules within the council's constitution have been followed in the development of this report.

## Risk Management

9. There are risks associated with the production of any strategic plan as a time of significant change. However, without a clear indication of the strategic priorities, there is a greater risk that resources may not be directed to areas of greatest need. Risk assessment of individual activities planned to implement the corporate plan will be assessed as an integral element of the delivery planning process.

## **Consultees**

- 10 The views of residents and the community have been captured and incorporated into the evidence base. In addition the recent 'Your Community, Your Say' engagement process began with the Quality of Life survey; a postal survey to 4,125 households in the county, stratified to reflect the three sub-localities of Hereford and the eight other localities. Fieldwork started on 21 May 2012 and at the time of the cut off for replies, 16 July, 1,346 valid responses had been received, giving a response rate of 33%. The key findings of this survey (outlined within the community impact section of this report) have been further explored through locality based engagement events being held through the early autumn to, amongst other things; gather the views of residents and partners about the future priorities for the council. These events are ongoing and the key findings from them will also help to inform the final report to Cabinet. It is possible that this exercise will highlight different priorities in different geographical areas; an issue that the Council will need to consider over the coming months as it further develops Locality working.

## **Appendices**

Appendix A – Quality of Life Survey 2012: Key Findings

Appendix B – Draft Corporate Plan (to follow)

## **Background Papers**

- *Understanding Herefordshire* – integrated evidence base and needs assessment

# Herefordshire Quality of Life Survey 2012

## *Your community-your say*

### Summary Results

#### Context

This survey is a component of the community engagement activity to support the Root and Branch Review programme. Its objective is to provide a statistically robust understanding of the views of residents within the county and to provide some insight regarding how these vary across the localities. It is based on the Place Survey conducted in 2008 with significant changes to support the needs of the Root and Branch Review programme.

The survey was a postal survey to 4,125 households in the county, stratified to reflect the three sub-localities of Hereford and the eight other localities. Fieldwork started on 21<sup>st</sup> May 2012 and at the time of the cut off for replies, 16<sup>th</sup> July, 1,346 valid responses had been received, giving a responses rate of 33%.

The overview report presents the results of the survey with the key findings shown below. It includes some analysis showing the variation of results across localities and compares it with the 2008 Place Survey.

Further reports will follow with a locality focus in addition to a full report with analysis by other aspects such as rurality and deprived areas.

#### Key Findings

##### About the local area

- The top three factors most important in making somewhere a good place to live were the **level of crime, health services and affordable decent housing**, as was seen in 2008.
- Whilst **road and pavement repairs** and **activities for teenagers** continue to be in the top 3 most needing improvement, in 2012 **job prospects** has assumed a greater need and is now ranked second compared with 6<sup>th</sup> in 2008
- When combining priorities for most important to the area and most needing improvement, the aspects standing out are **road and pavement repairs, job prospects and affordable decent housing**

- Across the localities, some variation of views on what is important to make the area a good place to live was seen. For example, **clean streets** were more important in the sub-localities of **Hereford North** and **Hereford South**, **public transport** more important in the more rural localities and **job prospects** seen as more important in **Leominster locality** than Herefordshire as a whole and less so in **Weobley locality** and **Hereford Rural**.
- Similarly, there were differences in views across the localities of what most needs improving. For example, **traffic congestion** ranked around 2<sup>nd</sup> most needing improvement in **Hereford North** and **Hereford South** and typically 10<sup>th</sup> in the localities of **Bromyard**, **Ledbury** and **Leominster**. Improving **job prospects** was ranked lower in the localities of the **Golden Valley**, **Hereford Rural** and **Weobley**, while the need to **improve sports and leisure facilities** was seen as a greater need in **Ledbury** and **Bromyard**, than the county as a whole
- 91% of respondents were satisfied with their **local area as a place to live** (up from 87%) in 2008 while 94% were **satisfied with their home**.
- While most (60%) of respondents had **contact with family, friends or neighbours** most days of the week, for one in twenty the contact is once a month or less and a similar proportion (5%) felt lonely most or all the time.

### Local Public Services

- Satisfaction with **West Mercia Police** and the **local dentist** has risen significantly since 2008 to 69% and 80% respectively.
- Overall satisfaction with **the way Herefordshire Council runs things** increased significantly from 33% in 2008 to 51% in 2012. This indicator has been falling over the years and satisfaction this year is higher than that seen in 2003 when it was 48%. The proportion who were dissatisfied also fell significantly since 2008.

### Priorities for Herefordshire Council

- A large majority of respondents (87%+) agree with 5 of the 6 identified high priorities for Herefordshire Council, while support for the sixth one, **promote self-reliance in local communities** was a little lower at 75%
- There was little evidence of variation across localities of support for **creating a successful economy**, a **resilient and flexible Herefordshire** or an **efficient and accessible Herefordshire Council**. However, compared with the county overall, there was greater support for **improving health and social care** in **Bromyard locality** and for **raising standards for children and young people** in **Hereford South**. Residents of **Hereford North locality**, showed less support for **promoting self-reliance in the community** than was seen in the county overall

- Of the six high priorities listed, the top three were clearly identified as **creating a successful economy, improving health and social care and raising standards for children and young people**. These were broadly similar in the different localities, though some differences emerged

## Helping out

- 8% of respondents give over 20 hours per week of **help or support to family members or others** due to ill-health, disability or problems related to old age. This includes 4% who provide over 50 hours per week
- **Volunteering** at least once a month through clubs and organisations has increased significantly to 34% from 29% in 2008.

## Respect and consideration

- Over two-thirds (69%) of respondents agreed that **people from different backgrounds get on well together** in their local area, a significant fall from 76% in 2008. One in five (20%) felt that there is a very or fairly big problem with **people not treating each other with respect and consideration**, little changed from 2008
- The proportion who felt that they had **been treated with respect and consideration by local public services** has increased from 75% in 2008 to 80%
- Compared to 2008, significantly fewer respondents (25%) now agree that **older people get the help they need to live at home** for as long as they want to, down from 33%.

## Decision making

- About 16% of respondents were a **member of one or more groups that makes decisions** that affect the local area, little changed since 2008. Also little changed, is the proportion (27%) who felt that they can **influence local decisions**
- Agreement that **communities should have a say** in the running of various service ranged from 44% to 71%, with the most interest being in **road and pavement repairs, public bus services and health and care services**. While the desire amongst respondents for **communities to run** certain services if they wished was markedly more muted with **facilities and activities for young children and for youths** receiving the most support

## Community Safety

- Compared to the Place Survey in 2008, more respondents are **feeling safe in their local area**. 74% feel safe when outside after dark, significantly up from 69% in 2008 and 96% when outside during the day, up from 92%.
- Since 2008, there has been a fall in those who experience a very or fairly big problem in their local area with **speeding traffic** (43% from 50%), **teenagers hanging around the streets** (23% from 28%) and **Vandalism** (16% from 20%).
- Around half of respondents had been **visited by an uninvited seller of goods or services** and around a third of these found it to be a very or fairly big problem.
- 40% of respondents agreed that **public services are successfully dealing with crime and anti-social behaviour**, up significantly from 14% in 2008.

## Accessing Services

- Of the one in five respondents who experience a difficulty **using a Post Office**, the most common cause was getting there and back. Around a quarter of respondents have difficulty **seeing their GP**, mostly due to issues with getting a suitable appointment. Of the 30% who have difficulty **seeing an NHS dentist**, the predominant cause was finding an NHS dentist with whom they could register. **Using Public Transport** represented difficulties to around a quarter of respondents most commonly due to lack of services at a suitable time
- 83% of respondents lived in a household that had a **broadband service** and while about half found it adequate for their needs, 44% found it too slow. Of the 17% of respondents living in a household with no **broadband service**, about a quarter wanted it but either had no computer or the service was not available at all or not at an affordable price

## About you

- The majority of respondents (80%) said that their **general health** was good or very good, a little higher than 76% in 2008, though not a sufficient difference to be statistically significant
- Around 250 comments were made in response to the invitation to add anything further. The most prevalent, about a quarter, were concerned with the **value of the survey** and the cost that could have been better spent in other ways. Another common theme was a broad range of **transport issues** such a lack of public transport, traffic problems and road safety concerns

## What Happens Next?

- The results from this survey will be reported to Cabinet on 11 October 2012 as part of the first Root and Branch Review reports
- We have also produced reports for the 9 localities which will be an important way of informing of the *Your community -your say*, meetings and the other engagement activities that will take place during September and October 2012
- Finally, the overall findings from the survey and the further engagement will be fed into the budget setting process for 2013/14 along with other feedback and information

All the reports on the Quality of life survey can be found on:

[www.herefordshire.gov.uk/factsandfigures/2056.aspx](http://www.herefordshire.gov.uk/factsandfigures/2056.aspx)





<b>MEETING:</b>	<b>OVERVIEW AND SCRUTINY COMMITTEE</b>
<b>DATE:</b>	<b>12 OCTOBER 2012</b>
<b>TITLE OF REPORT:</b>	<b>OVERVIEW AND SCRUTINY WORK PROGRAMME</b>
<b>REPORT BY:</b>	<b>ASSISTANT DIRECTOR – LAW, GOVERNANCE AND RESILIENCE</b>

**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 An outline work programme only is appended for this meeting. This is because the programme is under review. The appendix also contains a chart showing progress to date on the review of 'Safeguarding arrangements for Children'.

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

## **Community Impact**

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

## **Financial Implications**

- 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 – 12 OCT 2012  
ITEMS IDENTIFIED FOR INCLUSION IN THE WORK PROGRAMME**

**THE CURRENT WORK PROGRAMME**

<b>9 NOVEMBER 12</b>	
Budget And Emerging Options 2013/14	To consider the position.
Strategic Plan for Delivering Adult Services	To consider a quarterly report containing a schedule of performance reports outlining the savings that are being achieved through the Strategic Plan. (July12)
Digital Channels Strategy	Report on digital channels strategy and links with Broadband to be made to the Committee to identify areas to be reviewed.
Health Systems update	Following a review of the West Midlands Ambulance Service, NHS Integrated Pathways and Make Ready System in Herefordshire the Committee requested an update in Nov 2012 on how the systems were working in practice.
Task and Finish Group Report – Safeguarding Arrangements for Children	To consider the Group's report.
<b>10 DECEMBER 12</b>	
Discussion with 2gether NHS Trust	<b>NOTE:</b> Content of future updates to ensure they present clear picture of service delivery; with performance information to be provided in advance of the meeting and with each meeting to have a particular purpose. (May 12)
Discussion with West Midlands Ambulance NHS Trust	<b>NOTE:</b> Content of future updates to ensure they present clear picture of service delivery; with performance information to be provided in advance of the meeting and with each meeting to have a particular purpose. (May 12)
Completed Task & Finish Reviews: Monitoring progress against the Executive Action Plans	To monitor progress against the Executive Action Plan arising from the following Task & Finish Reviews: <ul style="list-style-type: none"> <li>• Adult Safeguarding in Herefordshire.</li> <li>• Planning System Review – Development Control and the operation of the Constitution.</li> <li>• Council Procurement Policy and Local Business and Local Employment.</li> <li>• Income and Charging.</li> <li>• Tourist and Temporary Event Signage.</li> </ul>
<b>11 JANUARY 2013</b>	
Medium Term Financial Strategy	To make recommendations to Cabinet.
Discussion with: Wye Valley NHS Trust Clinical Commissioning Group NHS West Mercia Cluster	<b>NOTE:</b> Content of future updates to ensure they present clear picture of service delivery; with performance information to be provided in advance of the meeting and with each meeting to have a particular purpose. (May 12)  The 3 organisations to be invited at the same time to ensure that common issues are debated and each would have a

	<p>chance to respond to matters of concern (July 12)</p> <p>Cluster performance data to be monitored quarterly. Committee to assess the impact on population. (July 12)</p>
Executive Responses to Task and Finish Review - Safeguarding of Children	To receive the Executive response to the Task & Finish Review into Safeguarding of Children and to consider the Executive's Action Plan.
<b>15 FEBRUARY 2013</b>	
<b>22 MARCH 2013</b>	
Discussion with 2gether NHS Trust	<b>NOTE:</b> Content of future updates to ensure they present clear picture of service delivery; with performance information to be provided in advance of the meeting and with each meeting to have a particular purpose. (May 12)
Discussion with West Midlands Ambulance NHS Trust	<b>NOTE:</b> Content of future updates to ensure they present clear picture of service delivery; with performance information to be provided in advance of the meeting and with each meeting to have a particular purpose. (May 12)
Root and Branch Reviews	To consider Phase 2 of the Reviews
Strategic Plan for Delivering Adult Services	To consider a quarterly report containing a schedule of performance reports outlining the savings that are being achieved through the Strategic Plan. (July12)
<b>12 APRIL 2013</b>	
Discussion with: Wye Valley NHS Trust; Clinical Commissioning Group; and NHS West Mercia Cluster.	<p><b>NOTE:</b> Content of future updates to ensure they present clear picture of service delivery; with performance information to be provided in advance of the meeting and with each meeting to have a particular purpose. (May 12)</p> <p>The 3 organisations to be invited at the same time to ensure that common issues are debated and each would have a chance to respond to matters of concern (July 12)</p> <p>Cluster performance data to be monitored quarterly. Committee to assess the impact on population. (July 12)</p>
<b>10 MAY 2013</b>	
<b>JULY 2013</b>	
Strategic Plan for Delivering Adult Services	To consider a quarterly report containing a schedule of performance reports outlining the savings that are being achieved through the Strategic Plan. (July12)
Music Service	Agreed in July 2011 to review after 2 years.
<b>OCTOBER 2013</b>	
Root and Branch Reviews	To consider Phase 3 of the Reviews
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.
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**The following issues have been identified for consideration but not scheduled:**

Local Development Framework
Local Transport Plan
Corporate Delivery Plan
Root and Branch Reviews – (pre consideration by Cabinet)
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 (latest position requested by briefing note – see 4 July 12)
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 (annually in spring if required)
National Health Policies
Document control and information including the website;
Cycle Routes; (latest position requested by briefing note – see 4 July 12)
Governance of Health Watch; (V-Chair to discuss and report back if necessary)
Health & Wellbeing Board – governance and operation;
Committee visit to 2Gether Trust followed by update on user feedback.

**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, and OSC 4 July 2012.
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
That if councillors are being directed to make decisions on the basis that officers have failed to comply with National Planning Policy Framework and statutory obligations, what was being done to address the situation?  When will the 5 year housing land supply figures and basis of calculation be available?  What risk does this pose to the reputation of the Council and financial risk arising from possible appeals by developers?	OSC 14 September

<p>These were considered to be questions, rather than suggestions for Scrutiny, an answer has been provided by the AD</p>	
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<p>It is proposed that this matter should therefore not be included on the Work Programme</p>	
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Task and Finish Reviews –Progress Report

<b>REVIEWS IDENTIFIED FOR FEASIBILITY STUDY</b>	
<b>Proposed Review</b>	<b>Status</b>
Safeguarding of Adults in their own homes (with Healthwatch and CQC)	Feasibility Work commenced. Review Group met on 7 <sup>th</sup> September.
Road Surfaces (Potholes)	Feasibility Study complete. Officer response is that topic will be covered by Street Scene Root and Branch Review.
Tourism Use of the River Wye	Feasibility Study on-going.
Legal Services	Feasibility Study complete. Scoping to be confirmed.
Governance & Management of Joint Ventures/Partnering Arrangements –	Feasibility Study complete. Scoping to be confirmed
Accommodation Strategy	Feasibility Study complete. Scoping to be confirmed.
Digital Channels 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.
Locality Working	Feasibility Study complete. Scoping to be confirmed. Report to be made to Committee in October to identify what needs to be reviewed.
GP and Out of Hours Services	Feasibility Study work commenced.
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 on-going. 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.
Children and Mental Health Service	Feasibility Study yet to commence. (See Minute No 120)

<b>REVIEWS IN PROGRESS</b>		
<b>Review</b>	<b>Meetings</b>	<b>Comment</b>
NHS Midlands and East Stroke Services Review	4/9/12	Initial meeting of the Review Group.
Community Infrastructure Levy – draft policy for Herefordshire	17/9/12	Initial meeting of the Review Group. Visit to Shropshire Council planned on 8 October
Safeguarding arrangements for Children	4/9/12	Report finalised. As OFSTED are undertaking a review of safeguarding, this report has been listed on 9th November Agenda, after the OFSTED report is published.
Housing Allocations Policy and Effective Use of the Housing Stock	18/6/12 6/9/12 8/10/12	Consideration of background material. Met to discuss policy options. Discussion with representatives of Forces
<b>REVIEWS COMPLETED AND AWAITING RESPONSE FROM THE EXECUTIVE</b>		
<b>Review</b>	<b>Comment</b>	
There are currently no reviews in this section.		
<b>REVIEWS COMPLETED AND SUBJECT TO MONITORING OF THE EXECUTIVE ACTION PLAN</b>		
<b>Review</b>	<b>Comment</b>	
Council Procurement Policy and Local Business and Local Employment	Executive response to review reported to OSC 4 July. Six month monitoring of Executive action plan programmed for December 2012.	
Income and Charging	Executive response to review reported to OSC 4 July. Six month monitoring of Executive action plan programmed for December 2012.	
Planning System Review – Development Control and the operation of the Constitution	Executive response to review reported to OSC 4 July. Six month monitoring of Executive action plan programmed for December 2012.	
Safeguarding Adults in Herefordshire	Executive response to review reported to OSC 4 July. Six month monitoring of Executive action plan programmed for December 2012.	
Tourist Signing (Brown Signs)	Executive response to review reported to OSC 4 July. Six month monitoring of Executive action plan programmed for December 2012.	



