

AGENDA

Health & Social Care Overview and Scrutiny Committee

Date: **Thursday 11 July 2013**

Time: **5.00 pm**

Place: **Council Chamber - Brockington**

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

For any further information please contact:

David Penrose, Governance Services

Tel: 01432 383690

Email: dpenrose@herefordshire.gov.uk

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Agenda for the Meeting of the Health & Social Care Overview and Scrutiny Committee

Membership

Chairman

Councillor JG Jarvis

Vice-Chairman

Councillor SJ Robertson

Councillor PA Andrews

Councillor PL Bettington

Councillor WLS Bowen

Councillor MJK Cooper

Councillor KS Guthrie

Councillor JLV Kenyon

Councillor JG Lester

Councillor MD Lloyd-Hayes

Councillor J Stone

Councillor GA Vaughan-Powell

Councillor PJ Watts

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 Members 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 (TO FOLLOW)</p> <p>To approve and sign the Minutes of the meeting held on 7 June 2013.</p>	
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>CHILDREN'S SERVICES WORKFORCE REPORT</p> <p>To receive an update report on progress related to the recruitment and retention strategy in Children's Social Care and the multi-agency Children's Services workforce commissioning analysis.</p>	9 - 14
8.	<p>ADULT SOCIAL CARE BUSINESS CHANGE PROGRAMME 2013/14</p> <p>To seek the view of the Committee on the current arrangements for the Adult Social Care business change programme, its governance and to endorse:-</p> <ul style="list-style-type: none"> • the proposed approach for the Next Stage Integration Project for Wye Valley NHS Trust and Herefordshire council's adult social care service and • the open book review process that has been undertaken in relation to Herefordshire's residential & nursing care banded rates of payment. <p>The report is also to seek guidance from the committee on the key areas of the programme in which it would like to focus on during 2013/14</p>	15 - 44

9.	HEREFORDSHIRE CLINICAL COMMISSIONING GROUP URGENT CARE REVIEW	45 - 48
	To receive a report on the Herefordshire Clinical Commissioning Groups Adult Urgent Care engagement and communication plans.	
10.	WORK PROGRAMME	49 - 56
	To note 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.)

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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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HEREFORDSHIRE COUNCIL

BROCKINGTON, 35 HAFOD ROAD, HEREFORD.

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MEETING:	HEALTH AND SOCIAL CARE OVERVIEW & SCRUTINY COMMITTEE
MEETING DATE:	11 JULY 2013
TITLE OF REPORT:	CHILDREN'S SERVICES WORKFORCE REPORT
REPORT BY:	INTERIM HEAD OF IMPROVEMENT

1. Classification

Open

2. Key Decision

This is not a key decision

3. Wards Affected

County-wide

4. Purpose

4.1 The purpose of this report is to update members on progress related firstly to the recruitment and retention strategy in children's social care and how this is progressing in relation to the priority areas for action set out in the Improvement Notice.

4.2 This report summarises the information provided to the Herefordshire Safeguarding and Protecting Children Improvement Board in March, 2013.

5. Recommendation(s)

THAT: The Committee comment on the progress to date.

6. Alternative Options

6.1 Please reference the presentation.

7. Reasons for Recommendations

7.1 A well trained and supported children's workforce is essential to ensure children's outcomes improve.

7.2 One of the basic requirements of an effective child protection service is the recruitment and retention of talented social workers.

8. Key Considerations

- 8.1 Herefordshire is a rural authority with the offices based primarily in the City centre. Hereford is over an hour's drive from any highly populated areas, making the commute for potential recruits from the most populated surrounding areas, a challenge.
- 8.2 Hereford is however a pleasant area to live and to work, and generic council policies and provisions for staff are what one would expect in a local authority, for example, flexible working arrangements, access to Occupational Health, training and development support.
- 8.3 Social Care staff are currently provided with standard IT equipment and basic mobile phones. Consideration has not yet been given to the benefits of the service and to staff retention, of a more advanced set of mobile devices to support staff in their work.
- 8.4 Herefordshire has an appointed Principal Social Worker at Head of Service level, who leads the Advanced Practitioner service. This service is already valued by newly qualified social workers. The role is developing to improve the quality of practice of all social workers through mentoring, developing specific skills and focussing on the requirements of ensuring social work basics are done extraordinary well.
- 8.5 The Ofsted inspection undertaken in September, 2012, made a number of recommendations which related to workforce issues:
- 8.6 Recommendation 7
Required the authority to improve the quality and consistency of management oversight and decision making. External coaching and mentoring was delivered to frontline managers during November and December. Additionally a further professional development framework and facility is in place so that it can be delivered to frontline managers as they are recruited to the authority.
- 8.7 Recommendation 14
Required the authority to ensure that first line managers have sufficient skills, knowledge and experience to effectively undertake their role. ILM training for all first line managers, and recruitment strategy to ensure high calibre managers. ILM training for all first line managers is in place, ready for delivery to newly appointed and existing managers.
- 8.8 Recommendation 19
Required the authority to reduce the number of changes of social workers experienced by children and their families. Three areas of work are underpinning the response to this recommendation, Firstly a 'Child's Journey' 6 week project is underway to analyse safeguarding and social work through Lean Systems Thinking in order to inform the organisational structure and practice. Secondly an improved career structure is being developed to complement the recruitment and retention plan to create greater stability within the workforce, and thirdly a risk and resilience plan is in development. The department is also piloting a social worker apprenticeship scheme with the aim of encouraging local people to join the department on a long term basis.
- 8.9 Furthermore the Improvement Notice following the Ofsted inspection made some specific requirements for improvement related to workforce as follows:
- 8.10 Attention must be paid to the eight standards for employers of social workers
- 8.11 Implement a programme of induction, training, mentoring and continuous professional development for all social care staff including managers to improve the quality of frontline social work. In particular ensure that this programme includes training for staff and frontline managers on risk analysis. The council should report the impact of the training on improving outcomes for children, to the improvement board.

- 8.12 Following an analysis of the needs of the service, develop and implement an overall workforce strategy. The strategy should provide clear evidence of impact in creating capable, stable and sustainable workforce which requires fewer agency staff and which includes clear recruitment and retention plans. The aim should be to improve the quality and continuity of social care staff experienced by children and families.
- 8.13 Review and monitor social workers responsibilities and workloads to ensure staff have a manageable range of work and a caseload consistent with their level of experience and competence. Ensure that the Improvement Board receives workforce management information to confirm that this is achieved and sustained.
- 8.14 Current Workforce Arrangements
This section provides some data and information on the details of workforce issues that inform strategic direction.

8.15 **Based on 12/13 budgeted establishment**

Role	Establishment	Permanent	Agency	Vacant	(Over)/ under establishment
Service Manager	6.00	4.00	2.00	0.00	0.00
Assistant Team Manager	9.00	4.00	6.00	2.00	(3.00)
AP's	8.00	4.00	0.00	4.00	4.00
Social Workers	56.05	54.66	14.00	1.59	(14.20)
Total	79.05	66.66	22.00	7.59	(13.20)

- 8.16 The current children's social care workforce structure is comprised of Service Managers, Team Leaders, Advanced Practitioners, Social Workers and a number of unqualified workers with a range of titles. The unqualified workers include, family support workers, 16+workers, homelessness workers, and post adoption support workers.
- 8.17 *** Please note that from 1st April the majority of the Assistant Team Managers are now budgeted as Team Leaders. This information was produced in March, 2013.*

8.18 **Based on 13/14 budgeted establishment**

Role	Establishment	Permanent	Agency	Vacant	(Over)/ under establishment
Service Manager	6.00	4.00	2.00	0.00	0.00
Team Leaders	11.00	0.00	0.00	0.00	11.00
Assistant Team Manager	1.00	4.00	6.00	2.00	(9.00)
AP's	4.00	4.00	0.00	0.00	0.00
Senior Social Worker	4.00	0.00	0.00	4.00	4.00
Social Workers	61.19	54.66	14.00	1.59	(7.47)
Total	87.19	66.66	22.00	7.59	(1.47)

- 8.19 Additionally there 29.5 fte Family Support workers and these are in part dedicated to teams at varying levels and in part fully staffing the Intensive Family Support Service (13).
- 8.20 The recent change in structure relating to titles in the team means that the workforce data baseline information will be based on the 2013/14 workforce establishment. Meanwhile, during the transition to the new structure, teams will currently show some differences in job titles. An additional anomaly is that some teams, e.g. FAST are currently temporarily overstaffed in order to combat pressures following the restructure.

- 8.21 Herefordshire Council have experienced a reasonable level of success in recruiting newly qualified Social Workers due to four main factors;
- 8.22 Pay scales for this particular group of Social Workers is higher than in other Local Authorities.
- 8.23 Herefordshire Council runs its own Social Work Scholarship Scheme which attracts candidates from HC staff.
- 8.24 Herefordshire Council has a number of established partnerships with Universities which provide a good range of placements and thereby a pool of good candidates who wants to come and work with us following placement experience.
- 8.25 Herefordshire Council offers Post Qualification to all NQSW joining the Local Authority.
- 8.26 A staged approach to the recruitment and retention issues in children's social care has taken place over the last six months.
- 8.27 In October, 2012 a proposal was agreed for:
- a) The post of Assistant Team Manager be revised as Team Leader, and upgraded to HC 10, and increased in compliment by 2 fte: and
 - b) That the post of Advanced Practitioner be regraded to HC 10, and reduced in compliment by 2 fte posts; and
 - c) That the post of Senior Social Worker be established at HC9.
- 8.28 The rationale for this was that by securing the right balance of staff within the Social work component of the workforce, it was expected that it would be more possible to achieve the aspiration of having the most appropriately skilled worker working with the right child and family, and thus more likely to be achieving better outcomes for children. This set the scene for the future structuring and placing of staff in the service.
- 8.29 In January and February 2013 a recruitment campaign was initiated which included a one-off offer of Golden Hello supplements.
- 8.30 Training and Development
- Supervision improvements have been made within the context of the practice workstream of the improvement board and these include the introduction of a single supervision template. The Institute of Leadership and Management training programme has continued and this has been enhanced by practice focus on recording of supervision records, as well as workshop activity. The children's social care workforce development plan for 2013/2014 has been developed and is attached.
- 8.31 The core training programme has continued and this has been enhanced by practice workshops on the following:
- Strategy meetings and s.47 investigations
 - Feedback from the audit programme
 - Core Groups
 - Voice of the Child
- 8.32 Staff Engagement
- The Assistant Director for children and young people provider services, has initiated a programme of all staff briefings which are themed on the various elements of the improvement plan.

- 8.33 There is also a long established, 'improving working lives' group at which children's social care staff attend. This group oversaw a council wide staff survey during 2012 and are in the process of reporting back on this survey. Whilst responses were higher than previously, the general nature of responses indicated a sense of poor morale across the service.
- 8.34 There have also been a series of 6 'root and branch' workshops specifically for Social Work staff to consult on the outcomes of the Ofsted inspection, the challenges facing the service in the light of its findings and recommendations, and the implications for our future structural arrangements. The majority of the staff group felt that there were too many artificial transition points in the service currently, impacting on both outcomes for children and job satisfaction for workers.
- 8.35 Introduction of MASH
From July 2013, the Multi Agency Safeguarding Hub will begin operation, combining elements of the current FAST Service with Police, Health, Education and Women's Aid colleagues in improving information sharing and decision making arrangements with respect to new contacts to Children's Social Care. From the current FAST Service, 2 Team Leaders, 4 Social Workers, 3 Customer Support Officers and an Information and Needs Assessment Coordinator will transfer to the MASH, where all Contact screening will take place, as well as s47 investigations. If a case requires an assessment (other than s47), in the immediate future it will transfer to the remainder of the FAST Service, which will be split into 2 teams for management purposes, and which will focus on Initial Assessments, and where necessary, Core Assessments (in advance of the new single assessment being implemented).
- 8.36 Business Support
Over recent months it has become clear that capacity to deliver against current demand in children's social care is too limited with the balance of managers (2) to business support staff (60) being inadequate. Therefore remedial action has taken place on a balance of both permanent and temporary bases, pending an urgent review of the business support arrangements taking place. This review will consider the demand for business support in the context of the Child's Journey review.

9. Community Impact

- 9.1 The improvements planned will lead to a positive impact on the most vulnerable children and families in Herefordshire.

10. Equality and Human Rights

By the nature of its work Children's social care services, in the exercise of their 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."

11. Financial Implications

- 11.1 There are no specific implications to this report, however further recruitment and retention proposals may have financial implications.

12. Legal Implications

- 12.1 This report does not raise any legal issues and arises from a mandatory statutory process.

13. Risk Management

13.1 Risks related to the Improvement Plan are recorded on a risk register and the recruitment and retention of a stable workforce is a critical area related to the necessary improvements required in the Improvement plan and notice.

14. Consultees

14.1 Multi-agency membership of the Improvement Board.

15. Appendices

15.1 None.

16. Background Papers

16.1 None identified.



MEETING:	HEALTH & SOCIAL CARE OVERVIEW & SCRUTINY COMMITTEE
MEETING DATE:	11th JULY 2013
TITLE OF REPORT:	ADULT SOCIAL CARE BUSINESS CHANGE PROGRAMME 2013/14
REPORT BY:	DAVID MASON, INTERIM TRANSFORMATION MANAGER, ADULT SOCIAL CARE

1. Classification

Open

2. Key Decision

This is not an executive decision

3. Wards Affected

County-wide

4. Purpose

To seek the views of the Health & Social Care Overview & Scrutiny Committee on the current arrangements for the Adult Social Care business change programme, its governance and to endorse:-

- the proposed approach for the Next Stage Integration Project for Wye Valley NHS Trust and Herefordshire council's adult social care service and
- the open book review process that has been undertaken in relation to Herefordshire's residential & nursing care banded rates of payment.

The report is also to seek guidance from the committee on the key areas of the programme in which it would like to focus on during 2013/14.

5. Recommendation(s)

THAT: the Committee seek to endorse

- The governance structure in place for the adult social care business change programme 2013/14 and the projects that are due to be completed in 2013/14, reviewing key risks and to provide assurance on the mitigation activities;**
- The proposals for the Next Stage Integration Project for Wye Valley NHS Trust and Herefordshire council's adult social care service, to provide assurance on the public engagement process and to give a high level view of the current commissioning timescales; and**

Further information on the subject of this Report is available from
David Mason, Interim Transformation Manager, Adult Social Care Tel (01432) 261743

- (c) **The open book review for residential & nursing care in Herefordshire, to ensure that the consultation process with providers and service users and any change in price will not have a significant impact on the quality & safeguarding of services provided; and**
- (d) **The proposed focus of the health and social care overview & scrutiny committee work-plan incorporating key areas of the Adult Social Care business change programme.**

6. Alternative Options

- 6.1 To continue with the current service offer as it currently stands which will continue to put significant pressure on the council's limited financial resources.

7. Reasons for Recommendations

- 7.1
 - To provide an overview on the adult social care business change programme and to provide an update on the recent activity on some of the key projects.

8. Key Considerations

- 8.1 Meeting the needs of an aging population whilst improving outcomes and staying within reducing public sector budgets is a national, not a local, issue.

This programme has two stages;

1. To regain control of finance and governance of the Adult Social Care system
2. Redesign the adult's social care system in Herefordshire; requiring a fundamental shift from a model of state provided care to one where people take responsibility for their own wellbeing. Thereby reducing the level and volume of care provided by the state whilst improving the quality of life for people with care and support needs.

What will be different?

- People will take primary responsibility for meeting their health & wellbeing needs.
- They will be able to exercise choice and control; the support system will positively avoid developing "learned helplessness or dependence"
- Family, carers and the community will play a far greater role
- The focus of the state's resources will be both targeted and universal. It will focus on meeting the 'needs' (not demand) of the most vulnerable whilst also reducing demand for services through early intervention and prevention.
- Charging will be used to encourage the right behaviour

Governance Structure

The governance structure of the adult social care business change programme has been developed to ensure that there is clear accountability across Herefordshire council for its delivery and that real change can be affected throughout the adult social care service.

This is in response to the transformational change that is needed to ensure that the council is able to deliver services to those who are considered to have substantial and critical needs as well as delivering anticipated savings of £7.078m savings in

2013/14. For more information on the Business Change Programme structure please refer to Appendix One.

Next Stage integration

The council currently commissions Wye Valley Trust and 2gether Foundation Trust to manage and provide a range of adult social care services on its behalf which are delivered through Trust management. Staff within adult social care are currently seconded from the council to both organisations. These commissioning arrangements have to be reviewed because the existing arrangements will cease when the current S75 agreements come to an end in September 2013 (WVT) and March 2014 (2gether). The Council also has to take account of the Care and Support Bill, the financial outlook and future transformation requirements.

The council, in conjunction with the Clinical Commissioning Group (CCG), is considering how it can continue to deliver high quality integrated community health and social care through transforming our approach to give residents greater choice and control, enable better management of demand for services and identify more cost effective approaches to meet statutory responsibilities. This project is the framework to ensure that we achieve this goal.

The financial stability of the council and Wye Valley Trust is under significant pressure. The local authority has been adversely affected by central government funding allocations. Herefordshire has also been slower than other councils in transforming services to date, and this, combined with the growth in older people means we have a savings plan (within ASC alone) of £7.078m to ensure we deliver a balanced budget of £48.797m in 2013/14 (before budget virements), of which £3.9m is not yet assured.

A key component of these savings plans, the Next Stage Integration project needs to deliver £1m in 2013/14 and this includes a headcount reduction. However the new organisational structure will provide:-

- A professional leadership / management structure
- Moves to a neighbourhood model that reflects the new structure in health
- Locates social care in a different part of the pathway
- Creates a professional social work role that has a direct access to senior management within the council
- Reflects the national strategy; move towards personalisation and delivers a range of activities that 'enable' users to continue to live independent lives. Personal budgets are ring-fenced
- Creates a single access point that is aligned to the broader council
- Creates a career path for social care staff
- Is financially affordable
- Gives greater autonomy to staff to make decisions
- Reflects the journey that we want service users to follow
- Builds in flexibility to be able to move staff / resources to reflect demand pressures
- Creates a number of new specialist roles to provide expertise where required and which support the greater focus on enablement (e.g. Occupational therapists)
- Direct Provision by 1/3rd party providers, mutual, social enterprise, 1/3rd sector etc; council commissions direct provision. Transitional structure until this is established

For more information on this please refer to the appendices of this report (What is meant by Next Stage Integration, emerging themes from staff engagement, feedback from public engagement events, communication strategy & proposed new organisational structure which is currently out for staff consultation)

Open Book Review - Residential & Nursing Care

In July 2012 the Council commissioned an open book review of nursing and residential care for older people. Whilst some benchmarking data suggests that the price paid by Herefordshire Council for places in residential and nursing homes may be higher than neighbouring and comparator local authorities, in setting its fees the Council must have '*due regard to the actual costs of providing care and other local factors.*' Following consideration of this matter at Cabinet on the 20th June it was agreed that further consultation would be undertaken with homes providers, before a decision is made. Officers are aware that some providers are particularly concerned at the proposal the Council's price structure only allows for a 2.5 per cent return on capital. Return on capital is a real cost for care homes and the Council must have due regard to it (and all other legitimate current and future costs) when setting prices for care. The report was also referred to Health and Social Care Overview and Scrutiny Committee.

The main driver for this project is to ensure that there is a fair and transparent approach to the charging for residential & nursing care provision for everyone in Herefordshire. This will mean balancing considerations of the providers' actual costs with the desire of the Council to obtain best value. Best value in this context means setting a pricing structure which is fair to providers and customers as well as the Council. Such a pricing structure will be one which is likely to ensure a reasonably stable and competitive market for services and, above all, one which is likely to deliver an appropriate quality of care for customers.

The background papers to this report include: the Cabinet report which was considered on 20 June 2013, the resulting decision notice, and the Independent Social Worker and Accountant Report which informed the Cabinet report.

This is an area where many local authorities have been challenged in the Courts and Members are referred to the Legal Implications section to this report where this is discussed in more detail.

Home Care Re-commissioning

It is expected that the home care project, which is a significant element in the business support programme, will be in a position to seek a decision from the Cabinet Lead Member responsible for Adult Social Care, Councillor Graham Powell, about the basis for consultation with service users and providers later this month. This is a non-key decision. When the consultation has been progressed and there are emergent proposals for the re-commissioning these should be subject to consideration by Health and Social Care Overview and Scrutiny Committee prior to a key decision about the form of the re-commissioning.

Future Areas of Review

It is anticipated that the key areas of delivery for the business change programme should be subject to scrutiny at HSCOSC; suggested areas for the Health & Social Care Overview & Scrutiny Committee to consider as part of the forward plan are

listed below: -

- Residential & Nursing re-procurement
- Homecare re-procurement
- Progress of the next stage integration for WVT NHS
- Self-Directed Support (Making it real)

Transitioning arrangements for service users when contracts change

9. Community Impact

9.1 Through the adult social care business change programme the following council corporate priorities will be met:-

- Public services are prioritised to support those in need of services to maintain their independence or stay safe;
- People are able to take more responsibility for themselves (includes making healthy choices & focus on prevention);
- People are active in their communities and look out for the more vulnerable so they can live independently;
- People Stay Safe.

10. Equality and Human Rights

The Equality and Human Rights issues arising from these changes have been considered as part of the individual elements of the Business Change Programme. An overarching Equality Impact assessment for the whole programme is currently being prepared and will be completed by the end of July 2013. Key changes will not be progressed until the EIA has been approved.

11. Financial Implications

11.1 The savings plans have been calculated and profiled based upon receiving approval to go ahead with key schemes such as the Next Stage Integration project and Open Book re-procurement for residential and nursing placements in accordance with project plans. Any delays or amendments are likely to have an adverse affect on the delivery in full of the proposed savings. For example the final report and savings estimate for the open book review assumed that all prices would be changed from 1st January 2014. If it was to be agreed that current clients fees are not to be changed this would create a cost pressure, as would any delay in the procurement process and late introduction of the new fees. Delaying full implementation of an agreed revised schedule would have a significant financial impact.

12. Legal Implications

12.1 The Council is under a statutory duty to make arrangements for providing residential accommodations for adults (aged 18 or over) who *'by reason of age, illness, disability or any other circumstances are in need of care and attention which is not otherwise available to them ...'* However, a local authority is only required to make, or continue, such arrangements if the costs do not exceed what 'they would usually expect to pay having regard to [the person's] assessed needs.' This is generally referred to as 'the usual cost.' The usual cost may vary between specific groups: normally between 'residential' and 'residential with nursing' (often shortened to just 'nursing').

Further information on the subject of this Report is available from
David Mason, Interim Transformation Manager, Adult Social Care Tel (01432) 261743

12.2 When setting its usual costs, the Council must have *'due regard to the actual costs of providing care and other local factors.'* This means understanding the operating costs of the local providers: it is not sufficient merely to look at benchmarked costs of neighbouring or other similar authorities. This is at the heart of the Open Book Review: providers in Herefordshire have been encouraged to provide the Review Team with evidence of their actual costs. The Courts have recognised that return on capital is a real cost for care homes and the Council must have due regard to it (and all other legitimate current and future costs to providers) when setting its usual costs for care.

12.3 It is essential that the further consultation with the providers complies with four clear legal principles:

1. The consultation must be undertaken at a formative stage - the Council has not yet set its usual prices, merely indicated a preferred level of pricing as the basis for further consultation.
2. Those consulted must receive sufficient information to allow them to formulate a considered response – the Council has been and will continue to be open and transparent in its provision of information, in line with the spirit of an Open Book Review.
3. Consultees must be allowed sufficient time to consider the information and respond.
4. The outcome of the consultation must be taken conscientiously into account by the final decision maker. This includes the decision maker having sufficient time to consider the consultees' representations.

12.4 This is an area of law where many local authorities have been successfully challenged in the Courts. It is therefore essential that the current round of further consultation is carried out in line with the above four principles.

12.5 It is lawful for the Council's difficult financial position to be taken into account in informing the decision making processes. However, financial constraints cannot be used in isolation to justify cuts in the usual costs the Council is prepared to pay. As already mentioned, the Council must have due regard to the providers' actual costs, including the matter of the return on capital. The decision maker will need to balance considerations of the providers' actual costs with the desire of the Council to obtain best value. Best value in this context means setting a pricing structure which is fair to providers and customers as well as the Council. Such a pricing structure will be one which is likely to ensure a reasonably stable and competitive market for services and, above all, one which is likely to deliver an appropriate quality of care for customers.

13. Risk Management

- 13.1
1. The absence of system wide leadership will prevent the health and wellbeing of the citizens of Herefordshire. Will be mitigated by applying appropriate programme and organisational governance to ensure there is ownership and accountability.
 2. A lack of evidence based outcomes to ensure that citizens are safeguarded. We will ensure that all of the programme's activity is aligned to the national outcomes framework for adult social care.

Further information on the subject of this Report is available from
David Mason, Interim Transformation Manager, Adult Social Care Tel (01432) 261743

3. The council cannot pay its bills and the associated risks to the wider economy. This will be mitigated by developing a robust and resilience financial sustainability savings targets across the adult social care service.
4. Herefordshire council does not have the resilience and ability to achieve rapid and urgent change. By deploying programme governance we will build in the appropriate level of resilience and ability to deliver real change for Herefordshire.

A full risk register on the programme and its associated activities is maintained and appropriate escalation is managed through the programme governance model.

14. Consultees

- 14.1 Residential & nursing care home providers
Adult Social Care staff
Wye Valley NHS Trust
Herefordshire Council's Directorate Management Team
Adult Social Care Business Change Programme Board
Cabinet Member for Health & Wellbeing
Service Users

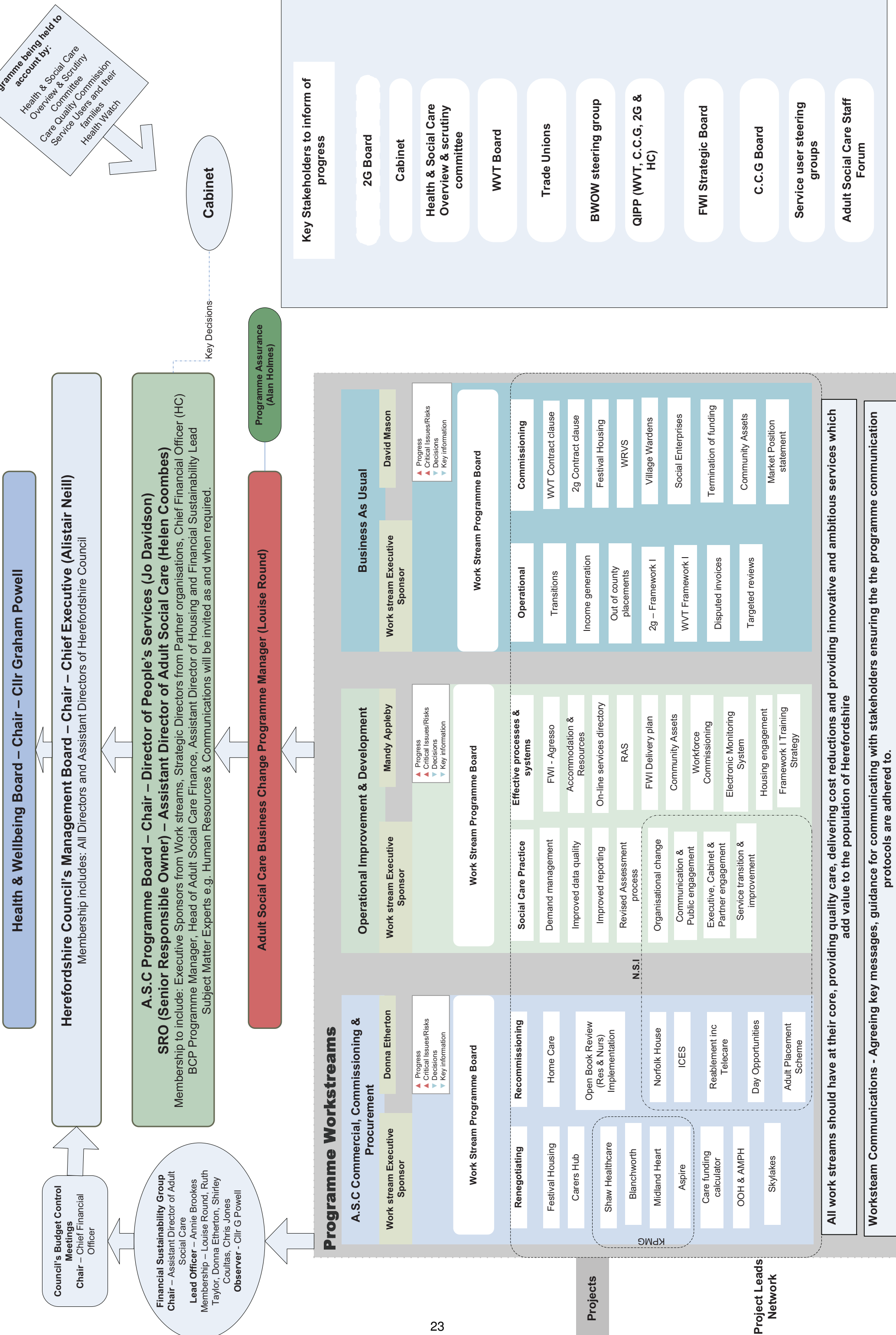
15. Appendices

- 15.1 Appendix One – Business Change Programme structure
Appendix Two – Staff structure
Appendix Three – Next Stage Integration project overview
Appendix Four – Next Stage Integration communications plan
Appendix Five – Next Stage Integration – emerging themes from staff workshops
Appendix Six - Key themes from public events

16. Background Papers

- 16.1 Open book review cabinet report & decision notice

Adult Social Care Business Change Programme Structure



Programme being held to account by:
 Health & Social Care Overview & Scrutiny Committee
 Care Quality Commission Service Users and their families
 Health Watch

Cabinet

Key Decisions

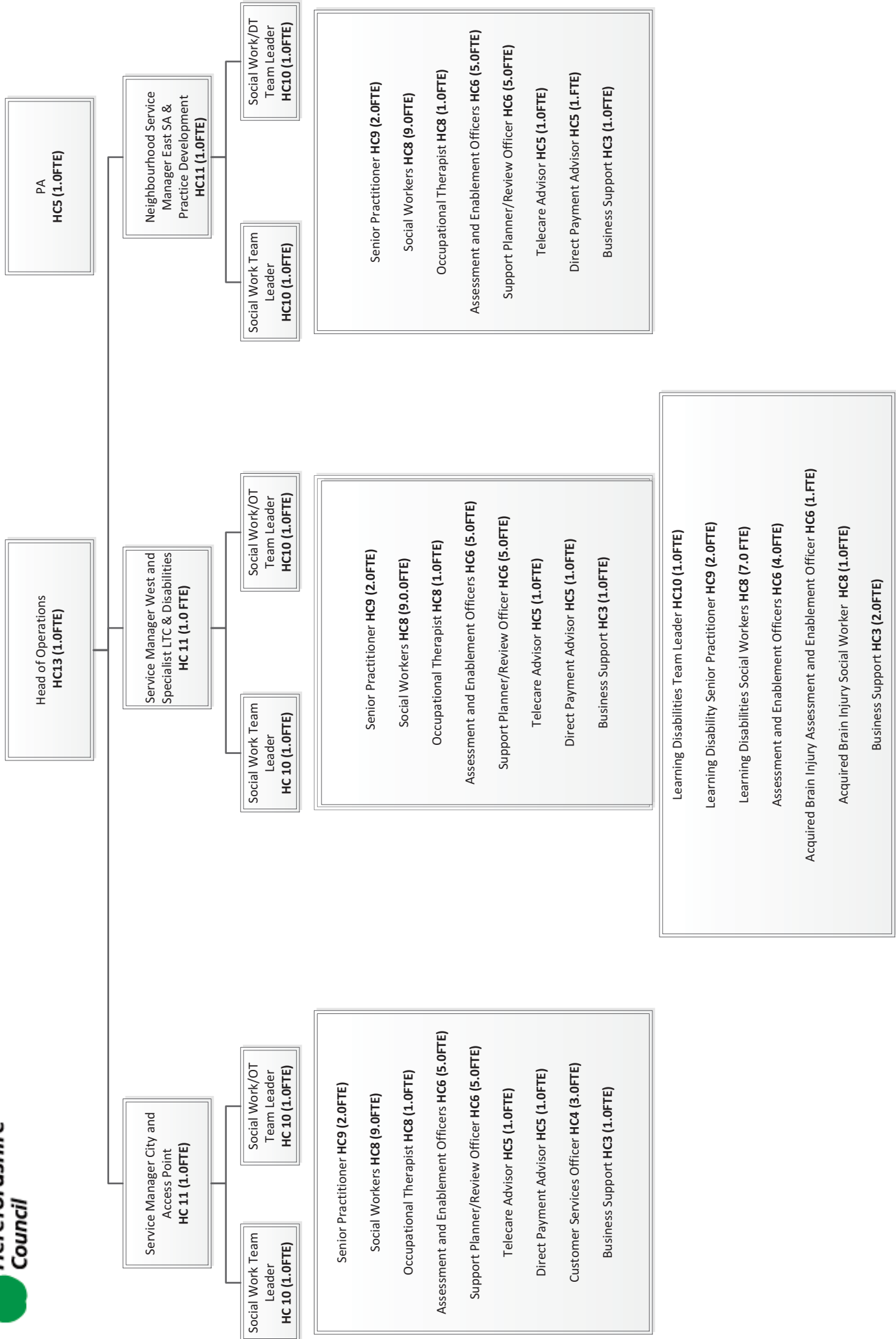
Programme Assurance
 (Alan Holmes)

- Key Stakeholders to inform of progress**
- 2G Board
 - Cabinet
 - Health & Social Care Overview & scrutiny committee
 - WVT Board
 - Trade Unions
 - BWOW steering group
 - QIPP (WVT, C.C.G, 2G & HC)
 - FWI Strategic Board
 - C.C.G Board
 - Service user steering groups
 - Adult Social Care Staff Forum

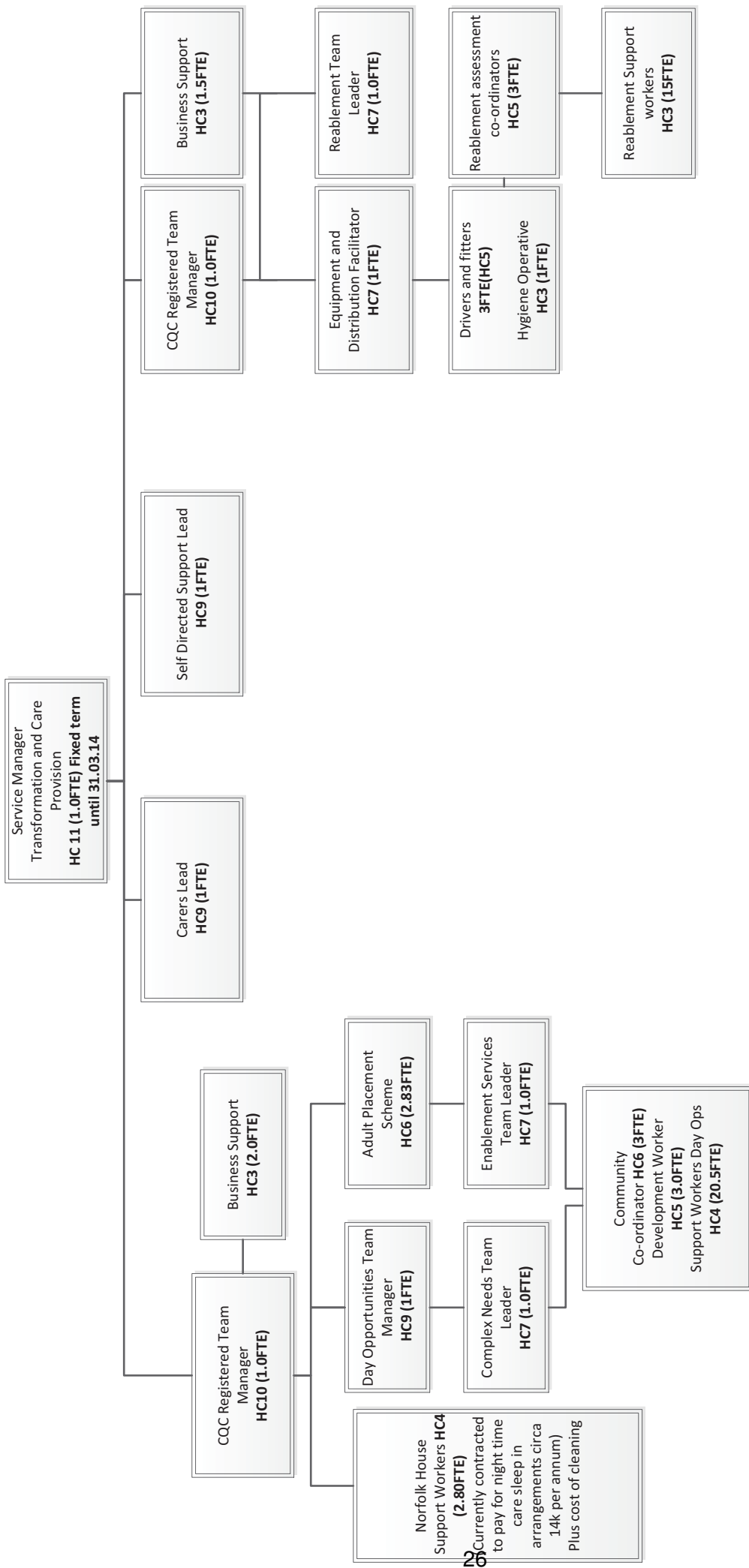
All work streams should have at their core, providing quality care, delivering cost reductions and providing innovative and ambitious services which add value to the population of Herefordshire

Workstream Communications - Agreeing key messages, guidance for communicating with stakeholders ensuring the the programme communication protocols are adhered to.

Assessment and Care Management



Direct Provision



NEXT STAGE INTEGRATION - PROJECT OVERVIEW

Why are we doing the project?

The council currently commissions Wye Valley Trust and 2gether Foundation Trust to manage and provide a range of adult social care services on its behalf which are delivered through integrated arrangements. Staff within adult social care are currently seconded from the council to both organisations. These commissioning arrangements have to be reviewed because the existing arrangements will cease when the current S75 agreements (the contract used to support these arrangements) come to an end in September 2013 (WVT) and March 2014 (2gether). The Council also has to take account of the Care and Support Bill, the financial outlook and future transformation.

The council, in conjunction with the Clinical Commissioning Group (CCG), is considering how it can continue to deliver high quality integrated community health and social care through transforming our approach to give residents greater choice and control, enable better management of demand for services and identify more cost effective approaches to meet statutory responsibilities. This project is the framework to ensure that we achieve this goal.

The financial stability of the council and Wye Valley Trust is under significant pressure. The local authority has been particularly badly affected due to the way central government has changed the way funding is allocated. Government grant has been reduced by 33% since 2010 and is being reduced by a further 30% from now until 2015. Further funding announcements are expected in June to cover the 2015-16 year. Councils are limited by the amount they can increase Council Tax to address this reduction in government grant. Herefordshire has also been slower than other councils in transforming services to date, and this, combined with the growth in older people means we have a savings plan (within ASC alone) of £7.9m to ensure we deliver a balanced budget of £48m in 2013/14, plus additional pressures of £3.9m to be recovered. As part of these savings plans, the Next Stage Integration project needs to deliver £1m in 2013/14 and this includes a headcount reduction.

What do we mean by Next Stage Integration?

Integrated care pathways for service users is absolutely the right thing to do and this will remain at the heart of any new models of working in order to retain, and in some cases, make more effective the integration practices of health and social care teams along with other providers.

Next Stage Integration does mean:

- ✓ Multi-disciplinary teams working together to achieve better experiences and better outcomes for the service user
- ✓ Focus on self directed support, choice and control
- ✓ Co-location for those working closely together where possible
- ✓ Shared team objectives and values to achieve a common aim
- ✓ Access to information and systems to enable whole view of service user and reduce duplication

It doesn't mean:

- ✓ Everyone is necessarily employed by the same organisation

What will the project deliver?

The project will develop alternative options for a new service delivery model which supports the objective of “Right care, right place, right time” within a budget Herefordshire can afford.

This will mean that there may be different options for different services and functions and timescales required to implement any preferred option may mean an interim solution being put in place.

Potential alternative delivery models may include all or some of these options for different functions and services:

- Directly employed staff remain with the local authority

- Re-commissioning different elements from a range of providers this could include the NHS, independent and third sector provider
- Strategic partnership and pathways across different elements of service delivery
- Employee mutual (Public service mutuals are organisations that have left the public sector but continue delivering public service. Employee control plays a significant role in their operation)

What are the key milestones, timescales and deliverables?

Date	Milestones, Activity and Deliverables
April 2013	Project kick off and appointment of project leads, reporting process and project management activities
April/ May 2013	Staff workshops and stakeholder meetings to understand views on potential alternative models of delivery
Early May 2013	Development of revised delivery model
By end of May 2013	Draft model/options reviewed by key stakeholders Formal consultation on any headcount reduction
June/July 2013	Public engagement
18 th June 2013	Approval process through Herefordshire Council Leadership team
25 th July 2013	Cabinet approval (where required)
1 st September 2013	Interim and/or full arrangements in place (relevant to each service solution)
13 th September 2013	End of s75 agreement with Wye Valley Trust
31 st March 2014	End of s75 agreement with 2gether Foundation Trust
March 2014	Project close

Who are the core project team?

Lead officer and Project Sponsor	Helen Coombes (Assistant Director of Adult Social Care)
Project Manager	Donna Etherton
Project Consultant	Grace Hampson
Commissioning Lead	Amy Pitt
Communication Lead	Carla Preston
Finance Lead	Ruth Taylor
HR Lead	Andy Bailey

For further information on the project, please contact Donna Etherton
(detherton@herefordshire.gov.uk)

Next Stage Integration Communications Plan – June 2013

Background

The council currently commissions Wye Valley NHS Trust and 2gether Foundation Trust to manage and provide a range of adult social care services on its behalf. Staff within adult social care are currently seconded from the council to both organisations, although the majority of these are to Wye Valley NHS Trust (approximately 300 fte).

The arrangements with Wye Valley NHS Trust are about to come to an end as the contract with the council finishes on 13th September. As a result of budgetary pressures, growing demand for services and a need to take account of the Care and Support Bill, the council needs to transform the way adult social care is delivered. Working with the Clinical Commissioning Group, the plan is to build on greater integration for social work services and look at different ways of delivering some of the other services.

Services affected

Two significant pieces of work are being undertaken to achieve this transformation:

1. Organisational restructure
The following services are to be restructured between June and September:
 - Assessment and care management
 - Community equipment store
 - Adult placement scheme
 - Norfolk house sheltered accommodation
 - Reablement services
 - Day opportunities

The restructure will make the services more efficient and ensure functions and skills are focussed in the right areas.

2. Once the restructure is completed, the assessment and care management services will remain with the council and alternative providers will be sought to deliver the other five services. The plan is to provide more choice and control for service users. To

do this we need to find out what people want and need, grow the market to meet these wants and needs and then promote personalisation to enhance choice and control.

Communications objectives

To make sure that stakeholders are fully engaged with the process of change i.e.,

- o that they understand what we are doing and why we are doing it
- o that they are able to ask questions and receive answers quickly to prevent misinformation being delivered to service users and carers

To encourage members of the public and providers to respond to online surveys to help us understand what people want, what the market is able to provide and what the council can do to support growth in the market to meet customer need.

To pull together the different strands of engagement and communications required for different audiences so that information release is planned and co-ordinated.

Stakeholders

Organisational restructure (internal)	Transforming adult social care (external)
Seconded staff Wye Valley NHS Trust Service users Carers Trade Unions Health and Wellbeing Board Clinical Commissioning Group Staff (council, Hoople) Management Board Children’s Commissioning Service	Seconded staff Wye Valley NHS Trust Service users Carers Health and Wellbeing Board General public Strategic partners Providers Staff HC Management Board

Key Messages (from the coms strategy)

- We want to encourage and support people to live independently and stay healthy for as long as possible.
- Looking after adults at risk is everyone's business and we will encourage local residents to look out for elderly neighbours and get involved in providing support in the local community.
- The council will make sure that those who are assessed as vulnerable will receive all the help and support they need. They will also be regularly reassessed to make sure their needs continue to be met appropriately.
- We want to help people access universal services and encourage the local community to become involved in providing these services.
- Where services change, we will work with providers to make sure sound transition arrangements are in place that cause minimal disturbance or distress to service users and their families.
- To ensure proper use of resources, our focus has to be on services that provide value for money and deliver good outcomes for our residents. We may have to change the way we do things in order to achieve this.
- We need to encourage people to take responsibility and control of their own support.
- All organisations involved in supporting adults will work together to make sure we have a comprehensive, accurate source of information.

Activity	When	Stakeholders	Coms outputs	Who	Key messages
Staff consultation begins on organisational restructure	6 June 6 June	Seconded staff WVNHST	Letter Drop-in session	Andy	We have to change the way we do things to make sure we can continue to meet people's needs now and in the future. There are opportunities for staff to become involved in providing new services.
Transforming ASC - public consultation and engagement begins* *See Public Engagement Strategy	7 June 6 June	General public Staff Service users* Carers* Providers* Local members	Press Release Core brief Online survey FAQ Members brief Letter to service users Letter to providers Pen Pictures Easy read version of letter for people with LD	Carla Carla Richard Richard Carla All Procurement Amy Laura Ferguson	Need to restructure an do things differently Want to capture needs and aspirations, see what's already being provided, and facilitate growth in the market place to bridge gaps Encourage people to get involved and have a say. ASC affects all of us at some stage in our lives.
Recommendations to cabinet (25 July) following end of public engagement and staff consultation	17 July (report published)	General public Staff Seconded staff Service users Carers	Press release Core brief Briefing Letters and briefings to	Carla Carla ? All	Pre-Cabinet, outline what is being proposed. Post-cabinet, publish decision and let service users know what happens next.

		Providers	providers and service users FAQ web site Social media, pointing to PR and FAQ	Carla	
New organisational structure begins	September 2013	Staff	Core brief	Carla	
Tendering process begins	September 2013	General public Providers and potential providers Local businesses staff	Press release Social media EnCore	Carla Carla Carla	Council encourages local businesses to get involved in providing activities and services for older people. Tweet to PR and point to procurement portal. Consider case study for EnCore promoting staff setting up businesses

Key themes from public events

Fear that services will stop on September

The key concern/ question amongst the service user, carer and parent groups were that services were going to stop or be interrupted when the current contract with Wye Valley Trust ceases in September. This fear was compounded, as to be expected, by worried staff affected by this process giving incorrect information and adding to the concerns of service users, carers and parents.

Assurances were given based on the message from Cllr. Powell.

Initial communications

Many concerns were raised about the initial communication:

- Some service users cannot read and require a carer to read it to them
- Some have difficulties in understanding contents even when read to them and
- Most do not have capacity to use email or internet independently, if they have queries regarding her letter?
- All the letter did, when explained to my service users, was to make them very scared that services would be stopped, changed or altered to 'Live independently' as described in the letter

Assurances were given that a new, clearer communication will follow and in addition the Council has a commitment to set up representative groups to feed into the current process and how services will be shaped in the future.

Personal Budgets and Assessments

A lot has been made about people buying services using PB's but there are very few currently receiving one. For many they cannot see the proposed benefits to them nor have many local examples of people using PB's and DP's in a positive way to draw on, demonstrating choice and control over their lives. There is currently no word of mouth and few good news stories to promote the change in the client groups.

But the biggest issue is around those that have been through the assessment process, and the time scales taken for this to happen. In a number of cases, as communicated at the meetings, this has taken many months; even years to complete or they are still ongoing.

At the meetings it was communicated that the council is aware of the difficulties around the assessment process and a separate piece of work is addressing this. It was also considered if this could also be looked at by the representative groups moving forward.

Also a suggestion that the manager at Marshfields could be used as an ambassador for promoting not only other ways of working but also PB's and their use from his experience.

Timescales for change

Many were concerned that all the projects that seem to be running alongside each other could not be done in the timescales given. Whilst this was part of a misunderstanding around what the September date meant in reality, it was still a concern that the assessment process and lack of a market place for other services still needed to be revised as part of the process.

Worried that good services are going?

Again where good work has been done by current services it is a concern that by having new providers, services would be starting all over again and mistakes from the past were to be repeated. All the services spoken to so far (APS, Day Centres and esp Norfolk house) saw this as a big issue and in some instances and very emotive one.

Many are uncomfortable that those running these projects or making decisions do not understand the large amount of change that is being required to happen, can be done within the timescales proposed.

It was also highlighted that there is no other service provision or choice in Herefordshire which is gone into in more detail below.

Again the message that we want to work together moving forward was given.

Reassurance sought about current levels of provision remaining

There were concerns raised that after assessments and moves to PB's that hours or time was being cut or budget provision no longer covered what the service user received previously. An example of this was given using 'Pack it' which Cllr Kenyon is involved with and a service users days being cut from 5 days to 4 days as that's all his budget can afford. This was one of a number of similar concerns.

This fear was also compounded by the worry of a cut in hours/ support. This is a common concern with those who currently attend Day Centres who see that whilst the service will/ may still be there post September 14th fear that the actual support given will be less due to less staff being available following current staff reduction plans.

Some carer groups were also every vocal in saying that current provision is very cost effective when compared to 'Individual outings' and there are concerns that PB allocation may no longer cover these activities or future planned services

The message was given that we have a duty of care to the service user and representative groups will work these issues.

This is just privatisation

One of the phrases heard often is that this is just about 'Privatisation by the backdoor'. It is seen that the council wants to 'Wash it's hands of services and service users'

There is a large mistrust of private companies who need to make a profit being cheaper or being able to offer the same services for less money.

The message given to this was that the council is currently restricted in what services it can provide and how it can do it. This process is not a closed one to just private companies, but is open to charities, 3rd sector and strong emphasis on staff mutual's. The audience was made aware of the steps the council is taking to provide support for any staff or carers who wish start a mutual/ social enterprise.

Lack of market place for other options/ services

It was stated when ever giving the message that we wanted to offer more choice and control, that Herefordshire currently does not have a market place of services to support this. Many may well be happy with being able to shop around and find alternative provision but currently it is recognised that this isn't available. Again a fear of losing something without another option was raised.

The message given was that this was understood and this is just the start of a process. Again representative groups were asked to feed into this. It is also hoped that other pieces of work

which are ongoing will start to highlight the benefits of PB's and DP's as well as promoting other services in Herefordshire.

Fear of change

For all fear of change is a major issue. What came through strongly was that service users felt 'Attached' to their current service and didn't want or need change. For most it was their only outlet for social activities, to meet with friends and highlighted that they had formed strong trust relationships with staff and carers. Disruption to this or any cut in hours/ provision was seen as majorly detrimental to the service users and to home life where parents and carers are already under pressure.

Again it was reiterated that the council has a duty of care and we want to work with services and those using them as we move forward with the project.

Herefordshire County Council

Next Stage Integration Project

Emerging Themes from Team Workshops – April/May 2013

Introduction and Background

As part of the arrangements to manage the process needed to bring the Section 75 Agreement with Wye Valley NHS Trust to a conclusion in September 2013 and also to manage the changes needed to bring about cost reductions associated with the Herefordshire County Council shortfall in budgets in 2013 and beyond, a series of meetings/workshops have been held with Adult Social Care teams/Integrated teams associated with the Section 75 Agreement.

The workshops involved a series of meetings in which information was given on the following:

- The reasons for ending the Section 75 Agreement and what this will mean for Herefordshire County Council (HCC) staff. I.e The secondment of staff will end on 13th September 2013 and all HCC staff will be taken back into the direct employment and management of the Council.
- The continuing emphasis on integration with health professions and teams as the means for best delivering an effective pathway of care for service users
- The significant shortfall in funding facing HCC and the need for reduction in staff numbers together with the need to consider delivery of services in different ways in order to streamline pathways of care.
- The next steps and timescales for decisions within the Council

Staff were asked to give their views re strengths and weaknesses of their current services and to contribute any views they have on what might be done to bring about more effective ways of delivering their services and bring about cost reductions.

The following is a summary of the key themes and comments made by staff as part of this exercise. The comments are grouped together under a number of key areas.

Integrated Team Working

The majority of neighbourhood teams agreed there was real benefit to working together with health colleagues as this resulted in improved understanding of roles and responsibilities and this resulted in a more holistic and smooth delivery of service to service users. City South Team have really excelled at this and now have regular MDT meetings involving GPs from each of the 4 practices they serve on a rota basis.

Most teams acknowledged that their case load was generally low and there were waiting lists but this was levelled against the working processes in place for the county

Most teams felt there was real benefit from being co-located in offices so multidisciplinary team working was facilitated and even more from open offices which can facilitate closer working.

IT systems were not joint with health and this was seen as an obstacle to joint and close working.

Teams working in rural locations commented that their time would be better used if mobile and flexible working arrangements and facilities were introduced. Currently staff have to return to the office, which can mean a 30 minute journey , in order to input assessment documentation.

Neighbourhood teams commented upon the difficulty in gaining access to and a response from Mental Health teams. Once in contact , their advice and support is invaluable but gaining access currently requires referral via a GP and hence there is an inevitable delay. Some clarification is need re their crtiteria for accessing services.

Safeguarding advice and support was valued but the processes could also be remote and inefficient.

Some teams have high levels of agency staff which are seen to be costly and inefficient with low levels of continuity for service users.

The role of the Local Access Points was appreciated but the process for screening was flawed and inaccurate. It was felt that a training programme was needed for the staff involved or qualified staff involved in the screening process.

Reablement services are being diluted with users blocking the system for up to 12/14 weeks rather than the six weeks prescribed. There is a shortage of places to move onto. Reablement state that they are making a real difference to the long term ability of users to maintain independence. However they are providing palliative and longer term care in appropriately due to a lack of other services.

Assessment, Review and Approval Processes

There was unanimous agreement that the current assessment process was too long and repetitive and posed real problems for service users in going through the process. The process was too time consuming.

Staff felt that the whole process of approval, which involved repeated referral to managers for approval on sections of assessment was demotivating and deskilling. The impact was that they felt untrusted. The impact for service users was great in so far as there were real delays in approval .

Structure and Organisation

Some views were expressed that Health had 'taken over' in many ways and there had been a diminution in the role and influence of social workers. There needs to be a re balancing according to some staff members.

No views were expressed about the teams geographical spread and population served by each team.

There were some views expressed that some of the central team functions should be dispersed into the neighbourhood teams eg safeguarding , reviewing in order to streamline processes and reduce confusion.

Some teams including day services are wary of being contracted out although others have some good ideas about income generation eg from training and advice to nursing homes etc.

Staff Retention

Staff commented upon the poor rates of pay when compared to neighbouring counties.

They also point to the abnormally long processes which they are working with which demotivate staff.

There were several comments made about the lack of opportunities and support currently for unqualified staff to take training and therefore become qualified staff. This would provide a recruitment track for the future and reduce the reliance upon agency staff..

Day Opportunities Staff/Services

Staff were all concerned that the impact of planned changes on service users and their carers was taken into account and handled sensitively as there were some very vulnerable individuals involved which may result in breakdown of placements

Staff are very proud of the innovative services they provide and do not want to lose the reputation which has been built up not just locally but on a national basis

Day service staff play an important role in alerting potential safeguarding issues and there needs to be consideration to how this alert is maintained in the new structure

Day services provide value for money and are low cost for the range of services provided

Staff are very willing to embrace change but would like to be involved in planning the changes in order to safeguard users and carers as much as possible

Consultation

All staff were appreciative that someone had gone to meet with them and would welcome other opportunities to be more involved in planned changes.

Face to face meetings are preferred rather than email communications.

Many staff voiced the desire to be involved in changes, which affect them and for their views to be taken into account.

Grace Hampson

29th May 2013

HEREFORDSHIRE CLINICAL COMMISSIONING GROUP

Health Overview & Scrutiny Committee

Date: 11th July 2013

Subject:	Herefordshire Clinical Commissioning Group Urgent Care Review
Presented By:	Dr Ritesh Dua GP Lead Urgent Care Maria Hardy Clinical Programme Manager

PURPOSE OF THE REPORT:

To inform the committee of Herefordshire Clinical Commissioning Groups Adult Urgent Care engagement and communication plans.

KEY POINTS:

- Context
- Public engagement
- Timescales
- Developing an Urgent Care service delivery model

RECOMMENDATION TO THE COMMITTEE:

The Committee is asked to:

- Note the report and comment

Introduction

Urgent care is not easily understood and can be confusing to members of the public. This is why Herefordshire Clinical Commissioning Group (CCG) wants to introduce a model of adult urgent care services that:

- Are simple to understand, to access and to navigate
- Provide as much care as possible, locally, for the majority of people
- Support people's options for self-care of their health need or long term condition
- Ensure specialist care with high quality outcomes is easily accessible for the smaller number of patients needing these services.

Urgent care is the range of responses that health and care services provide to people who require urgent advice, care, support, treatment or diagnosis. We want urgent care to focus on ensuring the access to services, rather than to buildings or structures, and to ensure this is provided across the county, including in the most rural areas.

Proposals are being developed by doctors and other clinical colleagues to ensure that patients receive both the best experience of urgent health care services and the best results, now and in the future.

A dedicated project group, linked to a local multi-organisation Urgent Care Delivery Board, has been tasked with creating a strategy for the delivery of urgent health care services in Herefordshire. Part of this work is to look at community based care, including the Minor Injuries Units (MIUs) and to develop urgent health care services based on patient needs, quality, equity, access and cost effectiveness.

A key element of developing urgent health care services is to ensure we embed peoples views of what matters into the strategy. To achieve that we need to ensure that the local community of Herefordshire and wider stakeholders are well informed about the opportunities for involvement in the process of developing adult urgent care services.

An engagement document has been developed which outlines:

- What we mean by urgent care;
- the current model of care
- how to get involved
- the national themes that have emerged from the Department of Health consultation

Current Situation

The current urgent care system is generally viewed by patients and the public as complicated, and confusing; it is not always easy to know where to go for advice, support or treatment. Health focused urgent care in Herefordshire is currently delivered by the following:

- 24 GP Practices
- 4 Minor Injury Units (MIUs)
- 26 Community Pharmacies
- 1 Walk-in Centre
- GP Out of Hours Service (Primecare)
- Accident and Emergency Hospital Departments
- West Midlands Ambulance Service
- 2 Dental Access Centres
- Mental health services (2Gether)
- NHS Direct/111

Alongside these health facing services there are a range of local authority adult social care services in addition to the contribution from the private, independent and third sector organisations. All statutory agencies currently delivering urgent care services have discussed the essential components for the delivery of an integrated service. They want to create a model that will provide consistent care across the patient pathway – from beginning to end.

Nationally there is considerable focus on the importance of effective; evidence based emergency and urgent care services. Given the often serious nature of patient need, it is vital that this system is responsive, works effectively, minimises distress to patients and delivers effective clinical care when required.

Urgent care is directly linked to A&E departments and many of its performance measures – from 4 hour waits to ambulance turnaround times. The wider system has a direct impact on the patient journey, which includes the availability of other points of care before and after hospital. In recent months, there has been a national focus on this emotive area of health and Herefordshire has experienced increased demand for A&E services in line with the national picture.

The contract for the Herefordshire Out of Hours GP service and the Walk-In Centre will come to an end in 2014, the views and experiences of those using the current services will enable commissioning of future services focused on patient centred outcomes.

Next Steps

The CCG want to involve the local community of Herefordshire and wider stakeholders in the shaping of services to ensure a high performing, effective urgent care system. A series of public events across Herefordshire to discuss urgent care services and how they all work together will help us to better understand:

- When, where and how patients decide to seek urgent care advice and treatment.
- What are the functions patients and carers expect as part of an urgent care system
- What outcomes do patients and carers want/need from the urgent care system

Working with HealthWatch during September 2013 we will hold six engagement events, one in each of the main towns across Herefordshire; Ledbury, Leominster, Ross-on-Wye, Kington and Bromyard, and in the city of Hereford. Each event will be led by one of our CCG GP members. We will also work with the 3rd sector and other interest groups to establish opportunities for presenting at specific events in addition to the six locality based events. The voice of health and social care professionals including social workers, community pharmacy, dentists, opticians etc., are essential so we will also be organising additional events for the wider health and social care professional community.

Conclusion

The current changes facing the NHS nationally and the local implications associated with delivering integrated care within a demanding and rapidly changing environment are among the most pressing challenges facing clinical commissioners. Herefordshire Clinical Commissioning Group hosted a professional workshop on 25th April 2013 of all agencies currently delivering urgent care services in Herefordshire, these local clinicians articulated the outcomes of a successful local integrated service;

- No confusion of what to do, who to call or where to go
- A joined up and co-ordinated system, with a localities focus where it is safe to do so
- Safe, responsive and a high quality service
- Self-care, prevention, anticipatory care and patient empowerment
- Patient and public involvement
- Monitoring of urgent and emergency care services
- Knowledge to influence spend on services
- Integrated mental and physical health care for all – to provide a seamless service at the point of use.

Drawing together the information and views gathered during engagement discussions and combining it with clinical views about quality, safe and sustainable services the Clinical Commissioning Group will be in a position to develop a preferred option for Herefordshire Urgent Care Services.

MEETING:	HEALTH AND SOCIAL CARE OVERVIEW AND SCRUTINY COMMITTEE
DATE:	11 JULY 2013
TITLE OF REPORT:	COMMITTEE WORK PROGRAMME
REPORT BY:	ASSISTANT DIRECTOR – LAW, GOVERNANCE AND RESILIENCE

1. Classification

Open.

2. Key Decision

This is not a key decision.

3. Wards Affected

County-wide.

4. Purpose

To consider the Committee's work programme.

5. Recommendation(s)

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

6. Key Points Summary

6.1 The Committee is asked to note its work programme and to note progress on current work.

7. Alternative Options

7.1 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.

8. Reasons for Recommendations

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

9. Introduction and Background

- 9.1 An outline work programme only is appended for this meeting. This is because the programme is under continuous review.

10. Key Considerations

- 10.1 The work programme needs to focus on the key issues of concern and be manageable allowing for urgent items or matters that have been called-in.

11. Community Impact

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

12. Equality and Human Rights

- 12.1 The topics selected need to have regard for equality and Human rights issues.

13. Financial Implications

- 13.1 The cost 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.

14. Legal Implications

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

15. Risk Management

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

16. Consultees

- 16.1 Following initial consultations on topics for scrutiny with Directors and Members of the Cabinet, all members of the Council were invited to suggest items for scrutiny.

17. Appendices

- 17.1 An outline work programme for the Committee.
Executive Rolling Programme (as at the time of going to print).

18. Background Papers

- 18.1 None identified.

**HEALTH AND SOCIAL CARE OVERVIEW & SCRUTINY COMMITTEE
ITEMS IDENTIFIED FOR INCLUSION IN THE WORK PROGRAMME**

DRAFT WORK PROGRAMME

12 SEPTEMBER 2013 at 7pm	
Recovery Plan for Children Safeguarding	To receive a progress report on the Action Plan.
Health Watch	To receive a progress report on Health Watch
Work Programme	To consider the Committees Work Programme
11 OCTOBER 2013	
Recovery Plan for Children Safeguarding	To receive a progress report on the Action Plan.
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)
Work Programme	To consider the Committees Work Programme
7 NOVEMBER 2013 at 7pm	
Recovery Plan for Children Safeguarding	To receive a progress report on the Action Plan.
Work Programme	To consider the Committees Work Programme
6 DECEMBER 2013	
Recovery Plan for Children Safeguarding	To receive a progress report on the Action Plan.
Work Programme	To consider the Committees Work Programme

Children's health and wellbeing (a focus on Childhood obesity)
National Health Policies

The following issues are suggestions from the public for inclusion

the impact of housing developments in Herefordshire on Hereford hospital and other social services
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Executive Rolling Programme: July 2013

Final Decision Maker	Meeting / Decision Date	Issue Type:	Report Title	Purpose	Directorate and Lead Officer
CABINET Portfolio – EH&P	4/7/13	<ul style="list-style-type: none"> • KEY • Budget & Policy Framework Item (B&PF) • Non Key 	Local Development Framework	To consider the revised LDF for adoption by Council	Places and Communities / Yvonne Coleman
Audit & Governance Committee	5/7/13	N/A	Annual Audit Fee Letter and Plan		Corporate Services / David Powell
Audit & Governance Committee	5/7/13	N/A	Annual Governance Statement		Corporate Services / David Powell
Audit & Governance Committee	5/7/13	N/A	Annual Internal Audit Plan		Corporate Services / David Powell
Audit & Governance Committee	5/7/13	N/A	Audit and Governance Committee Work Programme		Corporate Services / David Powell
Audit & Governance Committee	5/7/13	N/A	Amendments to the Planning Code		
Audit & Governance Committee	5/7/13	Non-key	Appointment of independent persons to the council's standards panel	To recommend the appointment of two independent persons to the standards panel	Corporate Services / John Jones
Cabinet Member – CS&F	12/7/13	Non Key	Halo Prudential Borrowing for Purchase of Air Handling Units for Ledbury Swimming Pool	To approve the allocation of Capital Expenditure funded by prudential borrowing for the purchase of Air Handling Units for Ledbury Swimming Pool	Places and Communities / Mick Ligema
Cabinet Member – EH&P	15/7/13	Non key	Planning Services Cost Reductions (Conservation & Archaeology)	To agree a package of measures to reduce costs in the regulatory services/conservation/archaeology function.	Places and Communities – Andrew Ashcroft
COUNCIL (EXTRA-ORDINARY MEETING)	19/7/13	B&PF same as KD requires 28 day notice	Local Development Framework core strategy	To consider the revised LDF for adoption by Council	Places & Communities Andrew Ashcroft
COUNCIL	19/7/13	N/A	Hereford and Worcester Fire and Rescue Authority Report		
COUNCIL	19/7/13	N/A	Leader's Report	To receive the Leader's report, which provides an overview of the Executive's activity since the last COUNCIL meeting.	
COUNCIL	19/7/13	N/A	Audit and Governance Committee Report including Standards Panel Report	To receive a report on standards case (Cllr Glenda Powell)	Corporate Services
COUNCIL	19/7/13	N/A	Electoral Review of Herefordshire	To receive a report on the Boundary Commission's final recommendations of the Electoral Review of Herefordshire	Corporate Services
COUNCIL	19/07/13	N/A	Appointment of Returning Officer & Electoral Registration Officer		Corporate Services John Jones
COUNCIL	19/7/13	Non-key	Appointment of independent persons to the council's standards panel	To recommend the appointment of two independent persons to the standards panel	Corporate Services/John Jones
CABINET Portfolio – C&A	25/7/13		Integrated Corporate Performance Report Q1		Corporate Services
CABINET Portfolio – CS&F	25/7/13	Non Key	Budget Monitoring Report	To report the financial position for both Revenue and Capital.	Corporate Services / David Powell
CABINET Portfolio - H&WB	25/7/13	KEY	Next Stage Integration – Wye Valley	To approve the Adult Social Care (ASC) Next Stage Integration Project Organisational Change Model Specifically the <ul style="list-style-type: none"> • Proposed operational model and organisational structure for those functions currently part of the Wye Valley s75 and subsequent headcount (full time equivalent (fte)) impact • Future commissioning arrangements for the Learning Disability Community Service • Financial implications for the 2013/14 & 2014/15 ASC Revenue Budget 	People's Services / Helen Coombes
CABINET Portfolio – H&WB	25/07/13	KEY	Community Support Services / Domiciliary Care Element	To set out and gain cabinet approval for the the strategic commissioning approach and timeline for domiciliary care in line with the available budget and the strategic objective to increase the use of Direct Payments and other self-directed support options.	People's Services David Powell Wayne Welsby
CABINET	25/7/13	KEY	Herefordshire County Network Renewal	To outline options for Network renewal including Public Sector Network	Corporate Services / Jenny

Final Decision Maker	Meeting / Decision Date	Issue Type:	Report Title	Purpose	Directorate and Lead Officer
Portfolio – C&A		<ul style="list-style-type: none"> • KEY • Budget & Policy Framework Item (B&PF) • Non Key 	(PSN)	Options. To request authority to the AD with the delegated function for ICT to approve West Midlands PSN Option	Lewis / Dominic Latham
CABINET Portfolio – H&T	25/7/13	KEY	Major Investment in Highway Infrastructure Assets	To decide on: the strategic option for additional investment in improvement in road conditions and to delegate the approval of the detailed case for such investment to officers, in line with the key strategic parameters set.	Places & Communities / Head of Highways & Community Services
CABINET	25/07/13	B&PF *decision of Council – September requires 28 day notice	Youth Justice Plan	To approve the Youth Justice Plan as attached as an Appendix be endorsed for approval by Council.	People's Services / Jo Davidson
Cabinet Member - CS	25/7/13	Non Key	Charging Proposals for School Transport	To recommend to Cabinet parents or carers of post 16 children with special educational needs (SEN) pay the same contribution as other parents for discretionary transport.	People's Services / Jenni Hicks
Cabinet Member -	25/7/13	Non Key	Amending entitlement for free mainstream education transport	To recommend to Cabinet Member that the education mainstream transport policy be amended so eligibility applies to nearest school only rather than nearest and catchment school	People's Services / Andrew Blackman
Cabinet Member – E&C	25/07/13	Non Key	Amendments to CCTV provision to achieve financial savings	To outline the options for a future model of CCTV in the context of reduced funding	Places & Community / Shane Hancock

Executive Rolling Programme: August 2013

Final Decision Maker	Meeting / Decision Date	Issue Type:	Report Title	Purpose	Directorate and Lead Officer
Audit & Governance Committee	6/8/13	<ul style="list-style-type: none"> • KEY • Budget & Policy Framework Item (B&PF) • Non Key 			
		N/A			

Executive Rolling Programme: September 2013

Final Decision Maker	Meeting / Decision Date	Issue Type:	Report Title	Purpose	Directorate and Lead Officer
Audit & Governance Committee	6/9/13	<ul style="list-style-type: none"> • KEY • Budget & Policy Framework Item (B&PF) • Non Key 	Counter-fraud and Corruption Policies – Biennial Review		Corporate Services / David Powell
Audit & Governance Committee	6/9/13	N/A	Whistle Blowing Policy – Biennial Review		Corporate Services / David Powell
CABINET Portfolio - MC	9/9/13 TBC	KEY	Waste Contract		Places & Communities / Andy Tector
Cabinet Member – Portfolio MC	11/9/13	Non Key	Countryside Services Savings Plan	To agree to introduction of parking charges at Queenswood and consider future service provision.	Places & Communities / Steve Burgess
Cabinet Member – Portfolio MC	11/9/13	Non Key	Countryside Services Review	To consider opportunities to generate income and deliver efficiency savings to ensure the future sustainability of countryside services.	Places & Communities / Steve Burgess
Cabinet Member – Portfolio MC	11/9/13	Non Key	Replacement of annual bedding with sustainable perennial planting within Council controlled beds	To agree to changes to the regime for formal planning to achieve year on year savings whilst maintaining amenity for local communities	Places & Communities / Steve Burgess
Officer Decision - Places & Communities	11/9/13	Non Key	Replacement of annual bedding with sustainable perennial planting within Council controlled beds	To agree to changes to the regime for formal planning to achieve year on year savings whilst maintaining amenity for local communities	Places & Communities / Steve Burgess
Cabinet Member – Portfolio H&T	12/9/13	Non Key	Resident Parking Scheme Review	To seek approval for the introduction of a revised resident parking scheme policy and approval for the new charges for permits	Places & Communities / Richard Gabb / David Hepworth
CABINET Portfolio – CS&F	19/09/13	Non Key	Budget Monitoring Report	To report the financial position for both Revenue and Capital.	Corporate Services / David Powell

Final Decision Maker	Meeting / Decision Date	Issue Type: • KEY • Budget & Policy Framework Item (B&PF) • Non Key	Report Title	Purpose	Directorate and Lead Officer
CABINET Portfolio – H&WB	19/09/13	Non Key	Local Account	To approve the Local Account relating to Adult Social Care Performance.	People's Services / Peter Sowerby
CABINET Portfolio - CS	19/09/13	KEY	Post 16 Learners with Learning Difficulties & Disabilities (LLDD) Review		People's Services
CABINET Portfolios – C&A	19/09/13 (TBC)	KEY	Buttermarket Refurbishment	To establish if and how the Council wishes to fund the refurbishment of the Buttermarket and to clearly set out the options available in managing the delivery of the project should it progress	Places and Communities / Chris Jenner
CABINET Portfolio – E&C	19/09/13	KEY	Cultural, Libraries and Customer Services Savings	To determine the package of measures required to achieve proposed in-year savings	Places and Communities / Andrew Ashcroft / Natalia Silver
Officer Decision -Places & Communities	22/09/13	Non Key	Car Park, Station Approach, Hereford (225)	To seek the approval of the Director, Places and Communities to commission the necessary groundworks and initiate the necessary processes (statutory advertising) to provide a charged for car park at Station Approach, Hereford (the site of the old Rockfield DIY store)	Places and Communities
COUNCIL	27/09/13	B&PF *decision of Council – September requires 28 day notice	Youth Justice Plan	To approve the Youth Justice Plan as attached as an Appendix be endorsed for approval by Council.	People's/Jo Davidson

GENERAL OVERVIEW AND SCRUTINY COMMITTEE ITEMS – SEPTEMBER 2013

MEETING/ BRIEFNG DATE	ITEM	PURPOSE	O&SC PRE-DECISION PRIOR TO: A&G Committee Cabinet Council	Meeting Date
3 September 2013	Waste Contract update	To receive an update on the Waste Contract prior to consideration by Cabinet		

HEALTH AND SOCIAL CARE OVERVIEW AND SCRUTINY COMMITTEE ITEMS – SEPTEMBER 2013

MEETING/ BRIEFNG DATE	ITEM	PURPOSE	O&SC PRE-DECISION PRIOR TO: A&G Committee Cabinet Council	Meeting Date
12 September 2013	Recovery Plan for Children Safeguarding	To receive a progress report on the Action Plan.		
12 September 2013	Work Programme	To consider the Committees Work Programme		

Executive Rolling Programme: October 2013

Final Decision Maker	Meeting / Decision Date	Issue Type: • KEY • Budget & Policy Framework Item (B&PF) • Non Key N/A	Report Title	Purpose	Directorate and Lead Officer
Audit & Governance Committee	15/10/13	N/A			
CABINET Portfolio – CS&F	17/10/13	Non Key	Budget Monitoring Report	To report the financial position for both Revenue and Capital.	Corporate Services / David Powell
Cabinet Member – Portfolio H & T	30/10/13	KEY – Impact on several wards	Increasing Income from Parking – On Street Charging In Hereford	To agree to the introduction of on street parking charges in Hereford central area	Places and Communities / Steve Burgess

GENERAL OVERVIEW AND SCRUTINY COMMITTEE ITEMS – OCTOBER 2013			
MEETING/ BRIEFNG DATE	ITEM	PURPOSE	O&SC PRE-DECISION PRIOR TO: A&G Committee Cabinet Council
7 October 2013	Root and Branch Reviews - Update	To receive an update and consider progress as it relates to this Committee.	
7 October 2013	Task and Finish Group – Income and Charging - Projected additional income	Overview and Scrutiny Committee 19 March 2012 added to the Task and Finish Report that a report be made in October 2013 setting out how much of the projected additional income had been achieved and reviewing the intended and unintended consequences of new/additional charges.	

HEALTH AND SOCIAL CARE OVERVIEW AND SCRUTINY COMMITTEE ITEMS – OCTOBER 2013			
MEETING/ BRIEFNG DATE	ITEM	PURPOSE	O&SC PRE-DECISION PRIOR TO: A&G Committee Cabinet Council
11 October 2013	Recovery Plan for Children Safeguarding	To receive a progress report on the Action Plan.	
11 October 2013	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)	
11 October 2013	Work Programme	To consider the Committees Work Programme	