

# AGENDA

## General Overview & Scrutiny Committee

Date: **Monday 30 June 2014**

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Time: **2.00 pm**

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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, please call Ben Baugh, Governance Services on 01432 261882 or e-mail [bbaugh@herefordshire.gov.uk](mailto:bbaugh@herefordshire.gov.uk) in advance of the meeting.

# **Agenda for the Meeting of the General Overview & Scrutiny Committee**

## **Membership**

**Chairman**

**Councillor WLS Bowen**

**Vice-Chairman**

**Councillor BA Durkin**

**Councillor AM Atkinson**

**Councillor AJM Blackshaw**

**Councillor ACR Chappell**

**Councillor DW Greenow**

**Councillor EPJ Harvey**

**Councillor TM James**

**Councillor JG Jarvis**

**Councillor RL Mayo**

**Councillor PJ McCaull**

**Councillor AJW Powers**

**Councillor A Seldon**

**Councillor DB Wilcox**

**Co-optees**

**(education items)**

**Mr P Burbidge**

**Miss E Lowenstein**

**Mr P Sell**

**Roman Catholic Church**

**Secondary School Governor**

**Church of England**

## AGENDA

		Pages
1.	<p><b>APOLOGIES FOR ABSENCE</b></p> <p>To receive apologies for absence.</p>	
2.	<p><b>NAMED SUBSTITUTES (IF ANY)</b></p> <p>To receive details of Members nominated to attend the meeting in place of a Member of the committee.</p>	
3.	<p><b>DECLARATIONS OF INTEREST</b></p> <p>To receive any declarations of interest by Members.</p>	
4.	<p><b>MINUTES</b></p> <p>To receive the minutes of the meeting held on 12 May 2014.</p>	9 - 18
5.	<p><b>SUGGESTIONS FROM THE PUBLIC ON ISSUES FOR FUTURE SCRUTINY</b></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><b>QUESTIONS FROM THE PUBLIC</b></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 below. 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 officer named on the cover of this agenda).</i></p>	
7.	<p><b>DRAFT WORK PROGRAMME</b></p> <p>To consider the committee's work programme.</p>	19 - 36
8.	<p><b>FINANCIAL OUTTURN 2013/14 AND BUDGET UPDATE 2014/15</b></p> <p>To inform General Overview and Scrutiny Committee of the budget outturn for 2013/14, and to provide the committee with an update on the 2014/15 budget.</p>	37 - 54
9.	<p><b>TASK AND FINISH GROUP REPORT - HOUSEHOLD RECYCLING CENTRES</b></p> <p>To consider the findings of the scrutiny Task and Finish Group - Household Recycling Centres and to recommend the report to the Executive for consideration.</p>	55 - 80
10.	<p><b>DATE OF NEXT MEETING</b></p> <p>The next scheduled meeting is Monday 1 September 2014 at 10.00 am.</p>	



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

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HEREFORDSHIRE COUNCIL

**MINUTES of the meeting of General Overview & Scrutiny Committee held at The Council Chamber, Brockington, 35 Hafod Road, Hereford on Monday 12 May 2014 at 10.00 am**

**Present:** Councillor A Seldon (Chairman)  
Councillor EPJ Harvey (Vice-Chairman)

Councillors: AM Atkinson, AJM Blackshaw, BA Durkin, TM James, PJ McCaull, AJW Powers, R Preece, GR Swinford and DB Wilcox

**In attendance:** Councillors CNH Attwood, WLS Bowen, AW Johnson (Leader of the Council), MD Lloyd-Hayes, RI Matthews, PM Morgan (Cabinet Member Corporate Services), C Nicholls, RJ Phillips, GJ Powell (Cabinet Member Health and Wellbeing), PD Price (Cabinet Member Infrastructure), and J Stone

**76. APOLOGIES FOR ABSENCE**

Apologies for absence had been received from Councillors JG Jarvis and RL Mayo. Apologies had also been received from Miss E Lowenstein.

**77. NAMED SUBSTITUTES (IF ANY)**

No substitutes were present.

**78. DECLARATIONS OF INTEREST**

9. Community Safety Update

Councillor AJM Blackshaw, Non-Pecuniary, Vice-Chairman of the Joint Audit Committee for Warwickshire and West Mercia Police.

Councillor BA Durkin, Non-Pecuniary, Magistrate.

Councillor DB Wilcox, Non-Pecuniary, Vice-Chairman of the West Mercia Police and Crime Panel, and Magistrate.

**79. MINUTES**

The minutes of the meetings held on 15 January and 10 March 2014 were received.

The Chairman noted that Councillor GJ Powell was in attendance at the 15 January meeting and asked that this be corrected in the minutes.

The Chairman drew attention to the resolution at minute 74 of 10 March meeting, in relation to Hereford Futures Limited (HFL), and reported that the Chairman of the Audit and Governance Committee had responded that *'It is ... not clear what benefits investing resources into a review... would have at this time'*. Some Committee Members were concerned that organisational memory should not be lost and emphasised the importance of accountability. Other Committee Members felt that the issues had been considered sufficiently and resources had to be focused on immediate pressures; it was commented that the Chairman of HFL Board had undertaken a comprehensive analysis of the lessons learned. It was noted that the Chairman and Vice-Chairman would discuss opportunities to capture organisational memory with officers.

Further to minute 70 of the 10 March meeting, the Chairman advised that the potential for joint scrutiny activity with other authorities in relation to the governance of the Marches Local Enterprise Partnership was being explored.

**RESOLVED: That, subject to the above amendment, the minutes of the meetings held on 15 January and 10 March 2014 be approved as correct records and be signed by the Chairman.**

**80. SUGGESTIONS FROM THE PUBLIC ON ISSUES FOR FUTURE SCRUTINY**

The Chairman said that a bus operator had approached him about issues with the Supplier Portal in relation to the procurement of new bus contracts.

**81. QUESTIONS FROM THE PUBLIC**

No questions had been received from members of the public.

**82. DRAFT WORK PROGRAMME**

The Chairman suggested that, in view of the comment at minute 80 above and given the intention to consider a progress report on the 'Home to School Commissioning Approach' in September, a short piece of work could be undertaken to identify any issues with the software. The Chairman and the Vice-Chairman would consider the best way forward.

The Vice-Chairman drew attention to briefing notes that were pending (on Education & Sustainability Strategy and Free Schools, Academies & the Relationship with Herefordshire Council) and requested that these be received in time to inform the Task and Finish Group on 'The real cost of a child's education'. Referring to the 6 January 2014 meeting (minute 53 refers), it was requested that School Examination Performance figures for 2013 be circulated to Members.

The Vice-Chairman noted that the Task and Finish Group on Household Recycling Centres was due to report to the June meeting and suggested that it would be timely to receive the Performance Report on Waste Management briefing note.

Due to time constraints, the Executive Rolling Programme was considered at the end of the meeting. The Vice-Chairman noted that the latest Understanding Herefordshire Report was due to be received by Cabinet in June and suggested that the document be taken to the September meeting of the committee, in order to shape the work programme. The Vice-Chairman also noted that the Local Transport Plan 4 was to be considered by the Cabinet Member Infrastructure in June and suggested that this could form part of the work programme.

**RESOLVED: That, as amended, the work programme be noted.**

**83. HOOPLE UPDATE**

The Assistant Director Place Based Commissioning introduced the item with the following comments: the Joint Venture Company had been established in April 2011; it represented one of the council's most significant strategic service delivery partnerships; Hoople delivered 'back office' services, including human resources, finance and IT; the council currently owned 74.7% of Hoople, with the remaining 25.3% owned by Wye Valley NHS Trust; in addition to the savings already delivered, a recently renegotiated Service Level Agreement (SLA) had achieved further savings in excess of £1.2 million for 2014/15; the council's current contract with Hoople would come to an end on 31 March 2016; a joint review had been commissioned to examine the options available to the council for future service delivery arrangements, with a report due to be presented to Cabinet on 3 July 2014;

and the committee was invited to comment on the proposed criteria, as detailed in paragraph 8 of the report.

Mike Dearing, the Managing Director of Hoople, was invited to give an overview of the Three Year Update document; this was appended to the report. The principal points of the presentation included:

- a. The independent non-executive directors of Hoople, Nigel Sellar (Chairman) and Jill Youds, and the council nominated non-executive director, Councillor CNH Attwood, in attendance at the meeting were introduced.
- b. The business case for Hoople was based on achieving £11 million cumulative savings over ten years for Herefordshire Council. It was now forecast that savings of £12 million would be achieved by end of the current five-year service contract.
- c. The company made no profit from the SLA services it provided to the shareholders.
- d. Hoople worked as a flexible partner, maintaining strong working relationships which enabled the company to understand the needs of the council and to identify new solutions to meet the on-going changes and challenges.
- e. With the recent renegotiations, the council spend on corporate services with Hoople was now 50% less than when the contract started.
- f. Acknowledging the financial challenges for the shareholders, the company continued to grow profitable business with a range of other customers to support and supplement the existing service range and to maintain and enhance resilience.
- g. Hoople sought to maintain employment opportunities locally and staff were developing new service options and seeking new business to support the vitality and viability of the company.
- h. It was anticipated that there was the potential for dividends to be paid to the shareholders in future years.
- i. Other key successes included: the establishment of a high street recruitment agency; new terms and conditions had been rolled out across the company, helping to drive performance and outcomes; staff culture was now focussed on delivering strong customer service; and Hoople had achieved an excellent balance of public sector values and private sector expertise.
- j. It was noted that there were three layers of governance which were used to monitor contractual service performance with the council.
- k. Attention was drawn to the principal areas of change in the council contract. Nevertheless, the company had managed to retain headcount at a reasonably stable level by virtue of external business growth.
- l. In concluding the presentation, Mr. Dearing said that he would be leaving the company shortly and wished to thank the shareholders for the original vision for the company and for following this through. He also wished to thank the staff of Hoople, as the success of the company would not have been achieved without them.

The Chairman, on behalf of the committee, extended thanks to Mr. Dearing and to Hoople staff for their significant efforts.

In response to a question from the Chairman, Mr. Dearing advised that uncertainty about the shareholders' positions, especially if misrepresented in the media, could have an impact upon the reputation of the company and other customers' perceptions. It was emphasised that the company remained stable and profitable and could continue to operate on a secure basis.

A Member commented on: the remarkable cumulative savings forecast; the encouraging levels of external business growth; the importance of maintaining the business and associated employment in the county; the need to explore scenarios associated with any changes to shareholding; and the potential for future dividends was dependent on the life of the business extending beyond the current SLA. The Chairman considered that the retention of the business and jobs in the county should be a priority for the authority.

Mr. Dearing responded to questions and comments from Members, the main points included:

1. The shareholding organisations had experienced significant change during the last three years. Nevertheless, the interface with the shareholders at a range of different levels had been generally good. Should either Herefordshire Council or Wye Valley NHS Trust wish to surrender shares, Hoople would continue to be a viable organisation but there were positive benefits for the organisations to remain as shareholders.
2. In view of the high performance of the Revenues and Benefits team and the importance of collection rates for the council, the company had looked very carefully at implications when putting forward savings. It was acknowledged that there were risks associated with reducing capacity in this area and the issues had been flagged to the council very strongly. Mr. Dearing said that the council could not expect to continue to cut costs dramatically without significant impacts on service provision. However, he anticipated that the company could operate within the current financial envelope. The Assistant Director Place Based Commissioning added that the Chief Financial Officer had worked closely with the company to ensure that the Revenues and Benefits work continued to be delivered to the right standard, adding that the scale of the reduction was relatively small.
3. Members needed to communicate concerns and issues to commissioners within the council, as the company had to respond to the steer from those people responsible for contracting services from Hoople.
4. The constraints on growth and mitigations being put in place included:
  - 4.1 A number of service offerings had been relatively transactional in nature but some customers wanted a more holistic service. Consequently, the company had invested in building capability to offer more tailored solutions.
  - 4.2 The development of Hoople provided it with a unique selling point but some public sector bodies were reluctant to contract with companies associated with other public sector bodies. However, changing financial positions for such organisations meant that many were now looking at alternative service delivery models and Mr. Dearing was reassured by the fact that Hoople was not being precluded from procurement processes.
  - 4.3 In terms of geography, it would be difficult bid for large managed services without investment to put people in place to run the bids. However, Hoople had explored a number of partnership options. The company was already providing training and other services to bodies outside Herefordshire.

The Vice-Chairman commented on how interactions could change when services were outsourced, as both sides adjusted to new roles, but she had been impressed with Hoople staff, particularly the level of service and customer attention. She also commented on the potential complications associated with managing both a partnership relationship and a customer/supplier relationship. In response to questions from the Vice-Chairman, Mr. Dearing advised the committee:

- i. There had been two renegotiations with the council in terms of service cuts in the last financial year: one involved an offer from Hoople following a request, at a month's notice, which had to be implemented at the start of the financial year; and the other renegotiation was initiated in September and the reductions were agreed at the start of the calendar year. He said that the notice period had been variable but this was less of a problem than the frequency with which it happened and the scale of the changes, requiring staff to be diverted away from delivery and back into renegotiations. He added that more certainty would provide staff and the company with greater chance to succeed.
- ii. The company had not applied any penalties as a consequence of contract changes made by the council.

Mr. Sellar wished his thanks to be recorded to Mr. Dearing for his efforts since joining the company, as its success was largely a result of his vision for the company. He said that the Board of Directors was actively recruiting a replacement, permanent Managing Director.

Referring to the proposed assessment criteria identified in the report, the Vice-Chairman said that the criteria should not undervalue the relationships between the council and Hoople and the benefits to the local economy. She added that the committee would want some assurance that the authority understood the baseline with Hoople in terms of tangible and intangible benefits before looking at other suppliers as part of any wider procurement.

Comments by Members in attendance included:

- Value for money criteria should not be defined too narrowly and should reflect the council's positions as both shareholder and customer.
- The level of reductions by the council had put the company in a difficult position but Hoople had managed the situation well.
- It was questioned whether Hoople was engaging with the voluntary sector. Mr. Dearing confirmed that the company had undertaken partnership working with some voluntary organisations and was open to expanding the services and opportunities available.
- The authority could be proud of its involvement in the establishment of Hoople, other suppliers would have sought penalties from the council.
- Any unfounded, negative attitudes within the authority needed to be challenged.

The Chairman commented that the company had proven itself and it had been outstandingly flexible and responsive to the needs of the council.

In response to a question, Mr. Sellar said that it was hard to value a company during its start-up period but Hoople was profitable on an historic and on-going basis. He added that the latest accounts would be published shortly.

The Cabinet Member Infrastructure commented on the challenging circumstances in recent months and the need for the council to be realistic about its expectations given the extent of the reductions and for the company to be allowed to run its own business.

The Leader commented that the spirit of goodwill to Hoople was entirely justified and thanked Mr. Dearing and his staff for all that had been achieved.

**RESOLVED: That**

- a) **The update provided by the Managing Director of Hoople be noted; and**
- b) **Subject to the comments above, the approach to the joint review of the future approach to commissioning services currently being delivered by Hoople be noted.**

**84. COMMUNITY SAFETY UPDATE**

The Chairman advised that the committee acted as the council's statutory crime and disorder committee and welcomed the following to the meeting: George Branch, Assistant Chief Officer, Warwickshire and West Mercia Community Rehabilitation Company; Superintendent Sue Thomas, West Mercia Police; and Nina Bridges, Sustainable Communities Manager, and Adrian Turton, Community Safety Manager, Herefordshire Council.

The Sustainable Communities Manager presented the Community Safety Update, supplemented by comments from the Community Safety Manager and Superintendent Thomas. The presentation was included in the agenda and was structured under the following headings: Changing Landscape for Community Safety; Herefordshire is a Safe County; Achievements in 2013/14; Headline Statistics 2013/14; Draft Priorities for Strategic Plan 2014/17; Reduce Re-offending; Address the Harm Caused by Alcohol and Drugs; Address Domestic Violence and Abuse; Promote Community Cohesion and Reduce Anti-Social Behaviour; and Moving Forward.

The committee considered the report, the principal points included:

- a. The Chairman said that this item was timely given that Ofsted were inspecting the authority's safeguarding arrangements currently. It was noted that, since Ofsted had found the arrangements to protect children as 'inadequate' in 2012, progress had been made with the Multi Agency Safeguarding Hub (MASH).
- b. The Chairman said that the Domestic Violence and Abuse (DVA) statistics were alarming; with a 9% increase in incidents in 2013/14 compared to 2012/13 and a 19% increase in DVA crimes over the same period. The Community Safety Manager said that, although the reasons were not certain, the figures may reflect increased confidence about reporting incidents and increased awareness as a result of local and national campaigns, such as those by Women's Aid and the White Ribbon campaign. Superintendent Thomas said that the police were taking extra effort with certain offences, including DVA, sexual assault and hate crime. She added that it was not necessarily about focussing on the figures but about 'doing the right thing'.
- c. A Committee Member noted that DVA could have a serious impact on children at very early ages and it was questioned how awareness was being raised in schools. The Community Safety Manager advised that five schools were involved in a pilot initiative and this had delivered positive outcomes; the potential to develop the project and roll it out across Herefordshire would be explored in the forthcoming year. The Chairman commented that teachers or teaching assistants would often pick up on behavioural changes and questioned whether the reporting lines were as clear as they possibly

could be. The Cabinet Member Corporate Services said that a significant amount of training was provided on safeguarding issues. The Sustainable Communities Manager said that a lot of work was being undertaken around the advice and support available to frontline professionals and others who might come into contact with DVA issues. The Community Safety Manager said that the comment about teaching staff would be taken away and he provided an overview of the current referral process to MASH. Mr. Branch commented on work to reduce reoffending, such as the Building Better Relationships programme.

- d. A Committee Member questioned whether the background of youth offenders formed part of risk assessments and whether the Community Safety Strategy would include elements around restorative justice and other out of court disposals. Superintendent Thomas commented that agencies were aware of the care homes in the locality and associated issues. She also commented that focus had changed from detection rates to solved rates and outcomes, therefore the police would continue to look proactively at appropriate community resolutions. Mr. Branch added that restorative justice would become a sentencing option under the Offender Rehabilitation Act.
- e. The Chairman questioned whether there was certainty around the number of care homes in the county, especially those established by other authorities. The Cabinet Member Corporate Services said that the Children's Wellbeing Directorate would be able to provide a response. Superintendent Thomas said that work around missing persons had provided the police with a better understanding of the locations of care homes and placements.
- f. A Committee Member commented on the linkages between alcohol and DVA crimes and, whilst noting that progress had been made with the night-time economy, questioned whether enough was being done locally to reinforce the work of the police and to promote safe practices by licensees. The Cabinet Member Corporate Services said that the Licensing Team would be involved in Community Safety Partnership work on addressing the harm caused by alcohol and drugs. The Chairman suggested that the issues raised by the Committee Member could form part of future scrutiny activity.
- g. There was a brief discussion about apparent increases in certain types of crime and about the interpretation of data. Superintendent Thomas commented that increased reporting was encouraged and campaigns, such as White Ribbon, helped to increase awareness. She also commented that resources would be prioritised based on where the most risk was, who presented the most risk, and who was at most risk. A Committee Member said that the different agencies needed to be mindful about the presentation of data given the potential for misinterpretation.
- h. A Committee Member commented on the need to assess the needs of those young people who did not get involved in traditional youth groups and after school clubs; the value of the MYLO (Mobile Youth Led Opportunities) project in developing activities and discouraging anti-social behaviour was noted.
- i. In response to a question, the Community Safety Manager advised that further analysis was being undertaken in relation to the higher rates of first time youth offenders in Herefordshire compared to England and Wales. A Committee Member said that it was crucial to understand where incidents were occurring to inform the strategic allocation of resources.
- j. Members in attendance commented on: the likelihood that DVA had been hidden in the past; the benefits of street pastors; the linkages between drugs, youth offences and incidents recorded at hospitals; and increases in DVA incidents during football tournaments.

Mr. Branch provided an overview of the current probation service arrangements and pending Ministry of Justice (MoJ) reforms; the Transforming Rehabilitation document was included in the agenda. The key points included:

1. The West Mercia Probation Trust: was one of the highest performing trusts in the country; had won a number of awards; had a unique strategic partnership with Youth Support Services through One Step Beyond; hosted the West Mercia youth offending service teams; and had a history of working with offenders serving short prison sentences, such as the Connect Project.
2. Mr. Branch said that credit for the achievements should go to David Chantler, the Chief Executive Officer until 1 June 2014, and to trust staff.
3. The MoJ vision for its reforms were summarised as: driving innovation and flexibility; moving away from a target-driven culture and focusing on outcomes; and to extend supervision to offenders serving sentences of twelve months or less.
4. From 1 June 2014, the 35 Probation Trusts in England and Wales would be replaced by a new National Probation Service (NPS) and 21 Community Rehabilitation Companies (CRC); the CRCs would be transferred to new providers following competition.
5. Of the trust's existing staff, 40% would become part of the NPS which would have responsibility for: all court reports and enforcement; initial risk assessments; offender management for cases classed as high risk of harm and a small number of public interest cases; victim liaison work; and approved premises.
6. The remainder of the trust's staff would become part of the West Mercia and Warwickshire CRC and have responsibility for: offender management for cases classed as medium and low risk; prison resettlement contracts; and interventions such as Community Payback and Accredited Programmes.
7. An overview was provided of the timeline for the changes, albeit a number of key dates had yet to be confirmed. Contracts were due to be awarded from autumn 2014, with new providers due to start delivery before the next General Election.

In response to questions from the Chairman about the implications of the reforms, Mr. Branch said that:

- i. he felt that the changes were being rushed;
- ii. it was likely that representatives from both the NPS and CPC would need to attend meetings in the future;
- iii. capacity and resilience was likely to be reduced at all levels, there were numerous vacancies currently;
- iv. senior officers would have to cover large areas;
- v. communications would be centralised;
- vi. local protocols on information sharing would be needed;
- vii. with the NPS being responsible for court reports, CRC staff could feel de-skilled; and
- viii. with the NPS being responsible for higher risk offenders at all times, there could be higher levels of burn out of NPS staff.

Mr. Branch clarified that he was expressing his own opinions but similar views had been expressed by some of his counterparts around the country. He emphasised that the changes would break up a successful trust, would result in fragmentation and duplication, and there would be consequential impacts on resilience and flexibility.



The Vice-Chairman commented on potential risks in terms of costs, service delivery, rehabilitation outcomes and community safety. In response to a question about the implications for Herefordshire, Mr. Branch said that: the NPS did not have sufficient staff numbers currently to manage both the courts and supervise offenders in the community; and there would be duplication and increased workloads for both the NPS and CRC, particularly where offenders moved between risk categories. Mr. Branch suggested that concerns about the reforms should be directed to the Secretary of State for Justice.

In response to a question from the Vice-Chairman, Superintendent Thomas said that she was not in a position to comment at this time but noted that the implications for the Community Safety Partnership's Integrated Offender Management approach would need to be assessed. The Chairman commented on the potential for complications for the police.

In response to questions from Committee Members, Mr. Branch advised:

- Continuity in the management of offenders would be undermined and there could be serious public protection issues.
- Concerns had been raised as part of the short consultation process.
- The extension of supervision to offenders serving short sentences was a positive development, although this would increase workload for the CRC and no additional funding would be available.
- There were on-going discussions in respect of 'payment by results'.
- The ability to track offenders through the system and between areas could be compromised, especially as the 21 CRCs could have different IT systems.
- He felt that there were some flaws with the Risk of Serious Recidivism tool which would be used to decide how to allocate cases.
- There were good community arrangements for women offenders currently but it was not clear how the reform agenda would address the limited number of women's prisons in the system.

The Cabinet Member Corporate Services noted that the reforms were being progressed and questioned what was being done to prepare locally. Mr. Branch said that partners were being alerted to the changes, support provided to the NPS was being logged, and issues were being reported to the transition team. In addition, the CRC was developing a business plan to enable the new provider to understand and take on the work involved.

A Committee Member commented that many observers, from across the political spectrum, were concerned about what may happen as a consequence of the reforms.

The Chairman, reiterating the committee's role on crime and disorder matters, proposed the recommendations detailed in the resolution below.

**RESOLVED: That**

- a) **The Community Safety Partnership be asked to establish clear performance indicators to provide assurance that impacts from the transitional arrangements being put in place for the probation service are identified and mitigated at an early stage, and provide quarterly reports on performance; and**
- b) **The concerns of the committee be forwarded to the Ministry of Justice.**

**85. DATE OF NEXT MEETING**

Monday 30 June 2014 at 2.00 pm

The meeting ended at 1.04 pm

**CHAIRMAN**



<b>MEETING:</b>	<b>GENERAL OVERVIEW AND SCRUTINY COMMITTEE</b>
<b>MEETING DATE:</b>	<b>30 JUNE 2014</b>
<b>TITLE OF REPORT:</b>	<b>DRAFT WORK PROGRAMME</b>
<b>REPORT BY:</b>	<b>GOVERNANCE SERVICES</b>

## Classification

Open

## Key Decision

This is not an executive decision.

## Wards Affected

County-wide

## Purpose

To consider the committee's work programme.

## Recommendation

**THAT the work programme be noted, subject to any comments the committee wishes to make.**

## Alternative Options

- 1 It is for the committee to determine its work programme as it sees fit to reflect the priorities facing Herefordshire. The committee needs to be selective and ensure that the work programme is focused, 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.

## Key Considerations

- 3 An outline work programme is appended for this meeting. This is because the

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Further information on the subject of this report is available from  
Governance Services on Tel (01432) 261882

programme is under continuous review.

4 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.

5 Should Committee Members become aware of issues please discuss the matter with the Chairman, Vice-Chairman and the Statutory Scrutiny Officer.

## **Community Impact**

6 The topics selected for scrutiny should have regard to what matters to residents.

## **Equality and Human Rights**

7 The topics selected need to have regard for equality and human rights issues.

## **Financial Implications**

8 The costs of the work of the 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**

9 The council is required to deliver an Overview and Scrutiny function.

## **Risk Management**

10 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 mitigate this risk.

## **Consultees**

11 The Chairman and Vice-Chairman meet on a regular basis to consider the work programme.

## **Appendices**

Appendix 1 Draft Work Programme

Appendix 2 Executive Rolling Programme (as at the time of going to print)

## **Background Papers**

- None identified.

## General Overview and Scrutiny Committee

### Items identified for inclusion in the work programme

### Draft Work Programme

<b>Monday 30 June 2014 at 2.00 pm</b>	
Financial Outturn 2013/14 and Budget Update 2014/15	To inform General Overview and Scrutiny Committee of the budget outturn for 2013/14, and to provide the committee with an update on the 2014/15 budget.
Task and Finish Group Report - Household Recycling Centres	To consider the findings of the scrutiny task and finish group.
<b>Monday 1 September 2014 at 10.00 am</b>	
Home to School Commissioning Approach	To receive a report on the progress of the home to school commissioning report as per the Scrutiny call-in on school transport.
<b>Tuesday 4 November 2014 at 10.00 am</b>	
Task and Finish Group - 'The real cost of a child's education'	To receive and endorse the task and finish group report ready for submission to the Executive.
<b>Wednesday 7 January 2015 at 10.00 am</b>	
Budget 2015-16	To receive and comment on the budget proposals for 2015-16. This shall include any recommendations
<b>Tuesday 10 March 2015 at 10.00 am</b>	
School Attainment Figures	To receive and comment on the school attainment figures for Herefordshire schools.
Task and Finish Group - Pupil Premium	To receive and endorse the Task and Finish Group's report on pupil premiums and effectiveness in Herefordshire Council.

The following topics shall be dealt with via briefing notes:

<p>Performance Report on Waste Management</p> <p>Performance Report on Balfour Beatty</p> <p>Planning Services Review</p> <p>Education and Sustainability Strategy</p> <p>Free Schools, Academies and the Relationship with Herefordshire Council</p> <p>Probation Service Performance</p>
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Executive Rolling Programme: June 2014

Executive Decisions to be taken – June 2014

<b>DECISION MAKER</b>			
<b>CABINET MEMBER CORPORATE STRATEGY &amp; FINANCE: COUNCILLOR AW JOHNSON, LEADER OF THE COUNCIL</b>			
<b>Decision Date</b> (on or after)	<b>Issue Type</b>	<b>Purpose &amp; Report Title</b>	<b>Directorate, Lead Officer &amp; Contact information for documents/report to be submitted to Decision Maker</b>
TBC June/July	Non Key	Crowd Funding Allocation  <i>To approve the allocation of Council finance to a peer-to-peer funding scheme via a "Crowd Funding" mechanism; and to approve to undertake a process to source a preferred supplier of this scheme</i>	Economy, Communities and Corporate / Nick Webster
<b>DECISION MAKER</b>			
<b>CABINET MEMBER HEALTH &amp; WELLBEING COUNCILLOR GJ POWELL</b>			
<b>Decision Date</b> (on or after)	<b>Issue Type</b>	<b>Purpose &amp; Report Title</b>	<b>Directorate, Lead Officer &amp; Contact information for documents/report to be submitted to Decision Maker</b>
TBC	<b>KEY</b>	Day Opportunities - LEARNING DISABILITIES contract award  <i>To award the contracts for the provision of Day Opportunities for people with learning disabilities within Adult Social Care</i>	Adults Wellbeing / Jacky Edwards
June 2014	Non Key	Rose Garden – Extra Care Support Service  <i>To seek approval to waiver the existing service whilst re-procurement exercise is ongoing</i>	Adults Wellbeing / Richard Gabb
June 2014	Non Key	Harling Court – Housing Support Services  <i>To seek approval to waiver the existing service whilst re-procurement exercise is ongoing</i>	Adults Wellbeing / Richard Gabb
TBC	Non Key	Herefordshire Local Housing Market Assessment – 2012 Update  <i>To update Members on the updated strategic housing needs assessment across Herefordshire</i>	Adults Wellbeing / Jane Thomas

TBC	Non Key	Local Investment Delivery Plan Update	Adults Wellbeing / Jane Thomas
TBC	Non Key	<i>To update Members on the delivery plan required to inform the Homes and Communities Agency (HCA) to support bids for housing development.</i>	Adults Wellbeing / Jane Thomas
TBC	Non Key	Affordable housing Programme 2014-2016	Adults Wellbeing / Jane Thomas
TBC	Non Key	<i>To outline the programme of delivery of affordable housing</i>	Adults Wellbeing / Jane Thomas
TBC	Non Key	Homelessness Prevention Strategy	Adults Wellbeing / Jane Thomas
TBC	Non Key	<i>To set out the Local Authority's plans for the prevention of homelessness</i>	Adults Wellbeing / Jane Thomas
TBC	Non Key	Supplementary Planning Document (SPD) Technical Data – Update April 2014	Adults Wellbeing / Jane Thomas
TBC	Non Key	<i>To provide the affordable levels for negotiating with private developments</i>	Adults Wellbeing / Jane Thomas
TBC	Non Key	Provision of fully adapted bungalow for a vulnerable adult (Learning Disabilities)	Adults Wellbeing / Jane Thomas
TBC	Non Key	<i>To ask for additional grant funding to enable the development of a purpose built bungalow to proceed.</i>	Adults Wellbeing / Alison Clay, Commissioning Officer
TBC	Non Key	Herefordshire Market Position Statement for Adult Wellbeing <i>To seek approval of the Herefordshire Market Position Statement for Adult Wellbeing</i>	Adults Wellbeing / Alison Clay, Commissioning Officer
<b>DECISION MAKER</b>			
<b>CABINET MEMBER INFRASTRUCTURE</b>			
<b>COUNCILLOR PD PRICE</b>			
<b>Decision Date</b> (on or after)	<b>Issue Type</b>	<b>Purpose &amp; Report Title</b>	<b>Directorate, Lead Officer &amp; Contact information for documents/report to be submitted to Decision Maker</b>
Mid June TBC	<b>KEY</b>	LED Street Lighting  <i>To seek authorisation for the LED street lighting project which includes the direct replacement of 8944 street lights to LED and the replacement of 2926 old street lighting columns that are considered a risk.</i>	Economy, Communities & Corporate / Ben Boswell
TBC	<b>KEY</b>	<i>This is an invest to save project within the BBLP 2014/15 annual plan.</i>  Solar PV Procurement	Economy, Communities & Corporate / Ben Boswell
		<i>To seek authorisation to award the completed OJEU procurement framework for</i>	



		Solar PV panels and to commence this invest to save project.		
<b>DECISION MAKER CABINET MEMBER YOUNG PEOPLE &amp; CHILDREN'S WELLBEING: COUNCILLOR JW MILLAR</b>				
<b>Decision Date</b> (on or after)	<b>Issue Type</b>	<b>Purpose &amp; Report Title</b>	<b>Directorate, Lead Officer &amp; Contact information for documents/report to be submitted to Decision Maker</b>	
TBC 5 Jun 13	Non Key	New Horizons - Post 19 Learners with Learning Difficulties and or Disabilities Pilot Project Report  <i>To give an update on the small pilot for further education, independent living and therapeutic services for young people aged 19-25 who have learning difficulties and disabilities of a profound, multiple or severely complex nature, which commenced on 1 October 2013. As resolved by cabinet on 19th September 2013.</i>  <i>For the Cabinet Member for Children's Wellbeing to review and agree to the recommendations in the report including that the pilot project continues. As resolved by cabinet on 19th September 2013.</i>	Children's Wellbeing / Alexia Heath	
TBC	Non Key	Nursery Education Funding Policy  <i>To approve the policy for Nursery Education Funding (NEF)</i>	Children's Wellbeing / Andy Hough	

Other Meetings:

<b>AUDIT &amp; GOVERNANCE COMMITTEE</b>			
<b>Meeting Date</b>	<b>Purpose &amp; Report Title</b>	<b>Portfolio Holder</b>	<b>Directorate, Lead Officer &amp; Contact information</b>
23/6/14	Internal Audit Report for 2013/14		
23/6/14	External Audit Fee		
23/6/14	Annual governance Statement 2013/14		
23/6/14	Ross-on-Wye Community Governance Review  <i>To make recommendations regarding the governance of the Ross-on-Wye Town Council and Ross-on-Wye Rural Council areas</i>		Economy, Communities and Corporate / Bill Norman

Executive Rolling Programme: July 2014

Executive Decisions to be taken – July 2014

DECISION MAKER CABINET				
Meeting / Decision Date (on or after)	Issue Type	Purpose & Report Title	Portfolio Holder	Directorate, Lead Officer & Contact information for documents/report to be submitted to Decision Maker
3 July	<b>B&amp;PF</b>	Community Safety Strategy 2014-17		Economy, Communities & Corporate / Nina Bridges
3 July	<b>KEY</b>	Hoople <i>To consider the future approach to the commissioning of services provided by Hoople.</i>		Economy, Communities & Corporate
3 July	<b>KEY</b>	Social Care Case Management Tool Review 2014 <i>A review of the Social Care Case Management Tool (Framework) is required to assure Herefordshire Council that it is able to support the Adult and Children's Wellbeing directorates in accommodating legislative requirements for 2015 – 2016.</i>		Adult Wellbeing; Helen Coombes (Framework Strategic Business Owner)

DECISION MAKER CABINET				
Meeting / Decision Date (on or after)	Issue Type	Purpose & Report Title	Portfolio Holder	Directorate, Lead Officer & Contact information for documents/report to be submitted to Decision Maker
31 July 2014	<b>B&amp;PF</b>	West Mercia Youth Justice Plan		Children's Wellbeing / Director for Children's Wellbeing
31 July 2014	<b>KEY</b>	Better Care Fund	Health & Wellbeing – Councillor GJ Powell	Adults Wellbeing / Jacky Edwards
31 July 2014	Non Key	Budget Monitoring Report <i>To report the financial position of the Council for both Revenue and Capital</i>	Corporate Strategy & Finance – Councillor AW Johnson, Leader of the Council	Economy, Communities & Corporate / Peter Robinson

31 July 2014	Non Key	Herefordshire Domestic Violence and Abuse Support Service Contract  <i>To seek approval to re-commission the service</i>	Adults Wellbeing / Richard Gabb
31 July	Non key	Herefordshire Safeguarding Children Board Business Plan  <i>To note, consider and comment on Herefordshire Safeguarding Children Board's assessment of effectiveness in Herefordshire, and its own governance role with regard to the Board</i>	Children's Wellbeing / Herefordshire Safeguarding Children and Adult Board Business Unit
31 July	Non Key	Herefordshire Safeguarding Adult Board Business Plan  <i>To note, consider and comment on Herefordshire Safeguarding Adult Board's assessment of effectiveness in Herefordshire, and its own governance role with regard to the Board</i>	Adults Wellbeing / Herefordshire Safeguarding Children and Adult Board Business Unit

<b>DECISION MAKER CABINET MEMBER CONTRACTS &amp; ASSETS COUNCILLOR H BRAMER</b>			
<b>Decision Date</b> (on or after)	<b>Issue Type</b>	<b>Purpose &amp; Report Title</b>	<b>Directorate, Lead Officer &amp; Contact information for documents/report to be submitted to Decision Maker</b>
28 July 14	<b>KEY</b>	Enterprise Zone Infrastructure Programme  <i>To seek Cabinet Member approval for £1.1m capital expenditure at Hereford Enterprise Zone the next phase of the existing approved £5m allocation.</i>	Economy, Communities & Corporate / Nick Webster
<b>DECISION MAKER CABINET MEMBER CORPORATE SERVICES COUNCILLOR PM MORGAN</b>			
<b>Decision Date</b> (on or after)	<b>Issue Type</b>	<b>Purpose &amp; Report Title</b>	<b>Directorate, Lead Officer &amp; Contact information for documents/report to be submitted to Decision Maker</b>

TBC July 2014	<b>KEY</b>	Transfer of devolved services and assets <i>To approve transfer of services and assets to town councils.</i>	Economy, Communities & Corporate / Nina Bridges
<b>DECISION MAKER</b> <b>CABINET MEMBER CORPORATE STRATEGY &amp; FINANCE:</b> <b>COUNCILLOR AW JOHNSON, LEADER OF THE COUNCIL</b>			
<b>Decision Date</b> (on or after)	<b>Issue Type</b>	<b>Purpose &amp; Report Title</b>	<b>Directorate, Lead Officer &amp; Contact information for documents/report to be submitted to Decision Maker</b>
<b>DECISION MAKER</b> <b>CABINET MEMBER HEALTH &amp; WELLBEING</b> <b>COUNCILLOR GJ POWELL</b>			
<b>Decision Date</b> (on or after)	<b>Issue Type</b>	<b>Purpose &amp; Report Title</b>	<b>Directorate, Lead Officer &amp; Contact information for documents/report to be submitted to Decision Maker</b>
July 2014	Non Key	Housing related support service contract	Adults Wellbeing / Richard Gabb
3 July 2014	Non Key	<i>To approve the recommendations for the future of the housing related support service contract</i> Local Government Declaration on Tobacco Control <i>To approve the adoption of the Local Government Declaration on Tobacco Control</i>	Adults Wellbeing, Public Health – Temi Folyan
<b>DECISION MAKER</b> <b>CABINET MEMBER INFRASTRUCTURE</b> <b>COUNCILLOR PD PRICE</b>			
<b>Decision Date</b> (on or after)	<b>Issue Type</b>	<b>Purpose &amp; Report Title</b>	<b>Directorate, Lead Officer &amp; Contact information for documents/report to be submitted to Decision Maker</b>
3 July 2014	<b>B&amp;PF</b>	Local Transport Plan 4 <i>To approve the draft Local Transport Plan for consultation</i>	Economy, Communities & Corporate / Steve Burgess
3 July 2014	<b>KEY</b>	Balfour Beatty Living Places Public Realm Annual Plan <i>To delegate the approval of the Annual Plan for the Public Realm Services Contract with Balfour Beatty Living Place to the Council's</i>	Economy Communities & Corporate / Clive Hall, Head of Highways & Community Services

TBC Before 8 Aug 2014	Non Key	<i>representatives on the Strategic Partnering Board (SPB)</i>		Economy, Communities and Corporate Directorate. David Hepworth
		Pay By Phone		
		<i>To approve the permanent implementation of pay by phone in council owned and managed car parks</i>		
<b>DECISION MAKER</b>				
<b>CABINET MEMBER YOUNG PEOPLE &amp; CHILDREN'S WELLBEING:</b>				
<b>COUNCILLOR JW MILLAR</b>				
<b>Decision Date</b> (on or after)	<b>Issue Type</b>	<b>Purpose &amp; Report Title</b>	<b>Directorate, Lead Officer &amp; Contact information for documents/report to be submitted to Decision Maker</b>	
3 July 2014	Non Key	The use of Pupil Premium for LAC	Children's Wellbeing / Steve Laycock	
9 July 2014	<b>KEY</b>	<i>Decision on top slice of Pupil Premium for LAC to allow targeted intervention controlled by the Virtual Head for LAC</i> Joint Commissioning of Herefordshire & Worcestershire Fostering Framework Agreement <i>To make the decision to commit Herefordshire Council to participation in the new fostering framework agreement.</i>	Richard Watson	

Other Meetings – July 2014

<b>DECISION MAKER</b>				
<b>COUNCIL</b>				
<b>Meeting / Decision Date</b> (on or after)	<b>Issue Type</b>	<b>Purpose &amp; Report Title</b>	<b>Portfolio Holder</b>	<b>Directorate, Lead Officer &amp; Contact information for documents/report to be submitted to Decision Maker</b>
Council 18 July 2014	<b>B&amp;PF</b>	Community Safety Strategy		Environment, Communities & Corporate / Sustainable Communities Manager
Council 18 July 2014	<b>B&amp;PF</b>	Review of Gambling Act Policy To consider implementing new policy		Economy, Communities & Corporate / Claire Corfield <a href="mailto:clcorfield@herefordshire.gov.uk">clcorfield@herefordshire.gov.uk</a>
Council 18 July 2014	N/A	Review of Licensing Act Policy		Economy, Communities & Corporate / Claire Corfield

			To consider implementing new policy			<a href="mailto:clcorfield@herefordshire.gov.uk">clcorfield@herefordshire.gov.uk</a>
Council 18 July 2014	N/A		Introduction of a Sex Establishment Policy  To consider implementing new policy			Economy, Communities & Corporate / Claire Corfield  <a href="mailto:clcorfield@herefordshire.gov.uk">clcorfield@herefordshire.gov.uk</a>
Council 18 July 2014	N/A		Review of Gypsy and Traveller Policy  To consider implementing new policy			Economy, Communities & Corporate / Claire Corfield  <a href="mailto:clcorfield@herefordshire.gov.uk">clcorfield@herefordshire.gov.uk</a>
Council 18 July 2014	Non Key		ANNUAL REPORTS TO COUNCIL:  Report of Executive Decisions taken under the Urgency Provisions			Economy, Communities & Corporate / Annie Brookes  <a href="mailto:ab1@herefordshire.gov.uk">ab1@herefordshire.gov.uk</a>
Council 18 July 2014	Non Key		Report of the Audit and Governance Committee			Economy, Communities & Corporate / Heather Donaldson  <a href="mailto:hdonaldson@herefordshire.gov.uk">hdonaldson@herefordshire.gov.uk</a>
Council 18 July 2014	Non Key		Report of General Overview and Scrutiny Committee			Economy, Communities & Corporate / Gemma Dean  <a href="mailto:gdean@herefordshire.gov.uk">gdean@herefordshire.gov.uk</a>
Council 18 July 2014	Non Key		Report of Health and Social Care Overview and Scrutiny Committee			Economy, Communities & Corporate / Gemma Dean  <a href="mailto:gdean@herefordshire.gov.uk">gdean@herefordshire.gov.uk</a>
Council 18 July 2014	Non Key		Report of the Planning Committee			Economy, Communities & Corporate / Tim Brown  <a href="mailto:tbrown@herefordshire.gov.uk">tbrown@herefordshire.gov.uk</a>
Council 18 July 2014	Non Key		Report of the Regulatory Committee			Economy, Communities & Corporate / Tim Brown  <a href="mailto:tbrown@herefordshire.gov.uk">tbrown@herefordshire.gov.uk</a>
Council 18 July 2014	Non Key		Chief Executive Scheme of Delegation			Economy, Communities & Corporate / Annie Brookes
Council 18 July 2014	Non Key		Hereford and Worcester Fire and Rescue Authority Report	External Report		

Executive Rolling Programme: August 2014

Executive Decisions to be taken – August 2014

<b>DECISION MAKER CABINET</b>			
<b>Meeting / Decision Date</b> (on or after)	<b>Issue Type</b>	<b>Purpose &amp; Report Title</b>	<b>Portfolio Holder</b>
			<b>Directorate, Lead Officer &amp; Contact information for documents/report to be submitted to Decision Maker</b>

<b>DECISION MAKER CABINET MEMBER CONTRACTS &amp; ASSETS COUNCILLOR H BRAMER</b>			
<b>Decision Date</b> (on or after)	<b>Issue Type</b>	<b>Purpose &amp; Report Title</b>	<b>Directorate, Lead Officer &amp; Contact information for documents/report to be submitted to Decision Maker</b>

<b>DECISION MAKER CABINET MEMBER CORPORATE SERVICES COUNCILLOR PM MORGAN</b>			
<b>Decision Date</b> (on or after)	<b>Issue Type</b>	<b>Purpose &amp; Report Title</b>	<b>Directorate, Lead Officer &amp; Contact information for documents/report to be submitted to Decision Maker</b>

<b>DECISION MAKER CABINET MEMBER CORPORATE STRATEGY &amp; FINANCE: COUNCILLOR AW JOHNSON, LEADER OF THE COUNCIL</b>			
<b>Decision Date</b> (on or after)	<b>Issue Type</b>	<b>Purpose &amp; Report Title</b>	<b>Directorate, Lead Officer &amp; Contact information for documents/report to be submitted to Decision Maker</b>

<b>DECISION MAKER CABINET MEMBER HEALTH &amp; WELLBEING COUNCILLOR GJ POWELL</b>			

Decision Date (on or after)	Issue Type	Purpose & Report Title	Directorate, Lead Officer & Contact information for documents/report to be submitted to Decision Maker
<b>DECISION MAKER</b>			
<b>CABINET MEMBER INFRASTRUCTURE</b>			
<b>COUNCILLOR PD PRICE</b>			
Decision Date (on or after)	Issue Type	Purpose & Report Title	Directorate, Lead Officer & Contact information for documents/report to be submitted to Decision Maker
<b>DECISION MAKER</b>			
<b>CABINET MEMBER YOUNG PEOPLE &amp; CHILDREN'S WELLBEING:</b>			
<b>COUNCILLOR JW MILLAR</b>			
Decision Date (on or after)	Issue Type	Purpose & Report Title	Directorate, Lead Officer & Contact information for documents/report to be submitted to Decision Maker
<b>DECISION MAKER</b>			

Executive Rolling Programme: September 2014

Executive Decisions to be taken – 11 September 2014

<b>DECISION MAKER</b>			
<b>CABINET</b>			
Meeting / Decision Date (on or after)	Issue Type	Purpose & Report Title	Portfolio Holder
11 Sept 2014	Non Key	Public Health Annual Report	Health & Wellbeing – Councillor GJ Powell
11 Sept 2014	Non Key	Herefordshire Safeguarding Boards: Annual Safeguarding Assurance Report  <i>To inform Cabinet of the Safeguarding Boards' assessment of safeguarding in Herefordshire and of their own effectiveness.</i>	Public Health / Elizabeth Shassere  Children's Wellbeing / Andy Churcher, HSAB/HSCB Business Manager



11 Sept 2014	<b>KEY</b>	Better Care Fund	Health & Wellbeing – Councillor GJ Powell	Adults Wellbeing / Jacky Edwards
11 Sept 2014	<b>KEY</b>	Care Act <i>To consider the impacts of the Care Act and to agree actions for implementation</i>		Adults Wellbeing / Alison Hotchen Care Act Project Manager
11 Sept 2014	<b>KEY</b>	Revenues and Benefits Service <i>To consider options for the service delivery model for Revenues and Benefits</i>	Corporate Strategy & Finance / Councillor AW Johnson, Leader of the Council	Economy, Communities & Corporate / Peter Robinson

**DECISION MAKER  
CABINET MEMBER CONTRACTS & ASSETS  
COUNCILLOR H BRAMER**

Decision Date (on or after)	Issue Type	Purpose & Report Title	Directorate, Lead Officer & Contact information for documents/report to be submitted to Decision Maker

**DECISION MAKER  
CABINET MEMBER CORPORATE SERVICES  
COUNCILLOR PM MORGAN**

Decision Date (on or after)	Issue Type	Purpose & Report Title	Directorate, Lead Officer & Contact information for documents/report to be submitted to Decision Maker

**DECISION MAKER  
CABINET MEMBER CORPORATE STRATEGY & FINANCE:  
COUNCILLOR AW JOHNSON, LEADER OF THE COUNCIL**

Decision Date (on or after)	Issue Type	Purpose & Report Title	Directorate, Lead Officer & Contact information for documents/report to be submitted to Decision Maker
4 Sept 2014	<b>KEY</b>	Renewal of Herefordshire Council Insurance Policies <i>To Approve insurance arrangements following retender</i>	Economy, Communities & Corporate / Malcolm Green

<b>DECISION MAKER CABINET MEMBER HEALTH &amp; WELLBEING COUNCILLOR GJ POWELL</b>			
<b>Decision Date (on or after)</b>	<b>Issue Type</b>	<b>Purpose &amp; Report Title</b>	<b>Directorate, Lead Officer &amp; Contact information for documents/report to be submitted to Decision Maker</b>
<b>DECISION MAKER CABINET MEMBER INFRASTRUCTURE COUNCILLOR PD PRICE</b>			
<b>Decision Date (on or after)</b>	<b>Issue Type</b>	<b>Purpose &amp; Report Title</b>	<b>Directorate, Lead Officer &amp; Contact information for documents/report to be submitted to Decision Maker</b>
<b>DECISION MAKER CABINET MEMBER YOUNG PEOPLE &amp; CHILDREN'S WELLBEING: COUNCILLOR JW MILLAR</b>			
<b>Decision Date (on or after)</b>	<b>Issue Type</b>	<b>Purpose &amp; Report Title</b>	<b>Directorate, Lead Officer &amp; Contact information for documents/report to be submitted to Decision Maker</b>

Other Meetings – 26 September 2014

<b>DECISION MAKER COUNCIL</b>			
<b>Meeting / Decision Date (on or after)</b>	<b>Issue Type</b>	<b>Purpose &amp; Report Title</b>	<b>Portfolio Holder</b>
26 September 2014		Review of Polling Districts, Polling Places and Polling Stations	Directorate, Lead Officer & Contact information for documents/report to be submitted to Decision Maker Environment, Communities & Corporate / Electoral Registration Officer
26 September 2014	<b>B&amp;PF</b>	West Mercia Youth Justice Plan	Children's Wellbeing / Director for Children's Wellbeing

Council 26 Sept 2014	N/A	Ross-on-Wye Community Governance  <i>To make recommendations regarding the governance of the Ross-on-Wye Town Council and Ross-on-Wye Rural Council areas</i>		Economy, Communities & Corporate / Bill Norman
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<b>AUDIT &amp; GOVERNANCE COMMITTEE</b>				
<b>Meeting Date</b>	<b>Purpose &amp; Report Title</b>	<b>Portfolio Holder</b>	<b>Directorate, Lead Officer &amp; Contact information</b>	
	External Audit Findings Report			
	Statement of Accounts			





<b>MEETING:</b>	<b>GENERAL OVERVIEW AND SCRUTINY COMMITTEE</b>
<b>MEETING DATE:</b>	<b>30 JUNE 2014</b>
<b>TITLE OF REPORT:</b>	<b>FINANCIAL OUTTURN 2013/14 AND BUDGET UPDATE 2014/15</b>
<b>REPORT BY:</b>	<b>CHIEF FINANCIAL OFFICER</b>

### **Classification**

Open

### **Key Decision**

This is not an executive decision.

### **Wards Affected**

County-wide

### **Purpose**

To inform General Overview and Scrutiny Committee of the budget outturn for 2013/14, and to provide the committee with an update on the 2014/15 budget.

### **Recommendation**

**THAT:**

- (a) the final outturn for 2013/14 and the budget position for 2014/15 be noted.

### **Alternative Options**

There are no alternative options.

### **Reasons for Recommendations**

- 1 To provide General Overview and Scrutiny Committee with a budget update, including the 2013/14 outturn and 2014/15 position.

## Key Considerations

### 2013/14 Revenue Outturn

- 2 2013/14 has been a difficult year, where in October, based on August expenditure a £4.3m overspend was forecast for Adult Social Care. This position has improved significantly, the Adults' overspend reducing to £3m which has now been compensated by efficiencies and brought forward savings plans in other directorates. This gives confidence that the 2014/15 budget can similarly be delivered, although savings of £15m will need to be closely monitored during a further very challenging year.
- 3 The revenue outturn position for 2013/14 shows an underspend of £397k, an improvement of £424k against the previously reported forecast based on January budget monitoring:

Service	Budget	January projection (over)/under	Outturn (over)/under	Change
	£000	£000	£000	£'000
Adults' Wellbeing	55,001	(3,000)	(2,959)	41
Children's Wellbeing	28,508	695	867	172
Economy, Communities & Corporate	44,414	105	567	462
Chief Exec & Organisational Development	7,326	58	309	251
Public Health	188	0	17	17
<b>Directorate total</b>	<b>135,437</b>	<b>(2,142)</b>	<b>(1,199)</b>	<b>943</b>
Other budgets and reserves	14,859	2,115	1,596	(519)
<b>Total</b>	<b>150,296</b>	<b>(27)</b>	<b>397</b>	<b>424</b>

- 4 The key changes from the January projected outturn are:
- Use of Children's Wellbeing grant £0.2m
  - Further joint initiatives in Public Health, particularly in ECC £0.4m
  - Pension costs, audit fees and Energy company dividend £0.3m
  - Change management costs capitalised £0.8m
  - One-off benefit from connexions service closure £0.3m
  - Increased Planning income £0.1m
  - IT and HR savings £0.3m
- 5 A more detailed analysis of the revenue outturn is shown at Appendix A

## Capital Outturn

- 6 £43.3m of capital schemes were delivered in 2013/14 which included:
- Leominster Primary School - £4.6m
  - The new Heritage Archive & Records Centre - £3.4m
  - Blackmarston Special School improvements - £3.0m
  - The Connect 2 bridge crossing - £2.0m
  - Capitalised Change Management Costs - £1.7m
  - Hereford Enterprise Zone - £1.4m
  - Multi storey car park refurbishment - £1.2m
  - Road improvements - £10.7m
  - Other smaller schemes - £15.3m
- 7 Total spend was £7.8m less than the previous forecast (October) of £51.1m which will now be spent in 2014/15. The majority relates to the Fastershire broadband project which will be fully deployed by December 2016.

<b>Scheme</b>	<b>Approved Total Budget £m</b>	<b>October forecast 13/14 £m</b>	<b>2013/14 Outturn £m</b>	<b>(Over)/ under £m</b>
Accommodation/HARC	9.7	7.6	8.0	(0.4)
Fastershire Broadband*	20.2	4.0	0.2	3.8
Hereford Link Road	27.0	1.9	1.2	0.8
Local Transport Plan	11.4	11.4	10.7	0.6
Masters House Ledbury	4.0	2.1	1.1	1.0
Smaller capital schemes	n/a	24.1	22.1	2.0
<b>TOTAL</b>	<b>-</b>	<b>51.1</b>	<b>43.3</b>	<b>7.8</b>

\* Total approved budget includes 50% Government – Broadband Delivery UK Grant of £10.1m, net cost to Herefordshire Council of £10.1m

## Treasury Management

- 8 The Treasury Management outturn includes an underspend of £251k on borrowing costs, largely achieved through delaying taking out Public Works Loan Board (PWL) loans by utilising internal reserves and short-term borrowing from other local authorities. It also includes capitalised interest on schemes over 12 months duration. Investment income over achieved by £73k as both balances and interest rates were higher than originally budgeted.

## Reserves

- 9 The general reserve balance at 31 March 2014 is £5m, after taking account of the £397k underspend. This is slightly above the prudential balance of £4.5m, 3% of net budget. The 2013/14 budget included an increase in the general reserve of £2m, which was reallocated in the year to a risk mitigation reserve. The 2014/15 budget includes a further increase in general reserve of £3.6m which will increase the total to £8.6m.

10 The positive year-end position has enabled further increases in earmarked reserves, including a further £1.5m to the risk mitigation reserve (£3.5m in total) and the establishment of a reserve of £1m to cover the future impact of the deficit on the collection fund caused by higher than anticipated business rates appeals and reliefs.

11 The outturn position includes the following new reserves the majority of which were included in forecast revenue spending during the year:

Reserve	£000	Purpose
Risk mitigation	3,500	Unbudgeted risks in delivering 14/15 to 16/17 savings of £33m
Business Rate smoothing	1,000	To cover fluctuations - to be used in 15/16
Land charges	600	National dispute around land charges
Safeguarding	417	To support safeguarding improvements
ICT	387	Infrastructure and ICT development
Library services	260	To support delivery of 2014/15 savings
Herefordshire Local Plan	170	To deliver the Local Plan Core Strategy
HR	146	For transformation support and development
SEN	75	To support government programme
Section 256	55	Joint health and social care funding cfwd
Other small reserves	53	Unspent funds committed in 2014/15
<b>Total</b>	<b>6,663</b>	

12 As at the 31 March 2014 the council held £23.9m of earmarked reserves. In addition to the new reserves outlined in paragraph 11 there were transfers to and from existing reserves, as shown in the table below. Earmarked reserves also include unused grants carried forward into 2014/15, the largest being £2.2m severe weather grant received in March 2014. The specific nature of some reserves means that some are not available for reclassification as general reserves, for example schools balances and dedicated schools grant.

13 Total revenue reserves, including general and earmarked are shown in the table below:

	31 Mar 2013	Transfer in(out) 2013/14	31 Mar 2014
	£000	£000	£000
General reserve	4,656	397	5,053
<b>Earmarked</b>			
School balances	5,535	810	6,345
New reserves	0	6,663	6,663
Waste Disposal	2,407		2,407
Other smaller reserves	2,723	23	2,746
Severe weather grant	0	2,120	2,120
Other unused Grants cfwd	3,303	359	3,662
	<b>18,624</b>	<b>10,372</b>	<b>28,996</b>



## **Collection Fund**

- 14 Income collected from council taxpayers and business ratepayers (NNDR) is accounted for through the Collection Fund. For council tax the income is distributed to the council, West Mercia Police and Hereford & Worcester Fire and Rescue Authority. Similarly the account distributes shares of the business rates collected between the council, central government and the Fire Authority.
- 15 The position on council tax for 2013/14 was a small surplus of £50k, of which Herefordshire council's share is £42k. This will be carried forward to reduce the council tax requirement in 2015/16.
- 16 The Business rates element of the Collection Fund was a deficit of £3.5m, of which Herefordshire's share is £1.7m. The main reasons for the shortfall are increased rate reliefs and reductions for prior year adjustments, including appeals. The deficit has been covered by an allowance in the 2014/15 budget and the £1m rates smoothing reserve included in the 2013/14 outturn.

## **2014/15 Budget Position**

- 17 As a result of reduced funding from central government, compounded by increasing costs and demands for services, Herefordshire Council will need to save £33m by 2016/17. In order to achieve this target the council must make savings of £15.4m in 2014/15.
- 18 Based on the May budget monitoring information the key issues and risks identified to achieving a balanced budget are as follows;

## **Adults' Wellbeing**

- 19 The Directorate has a target of £5.5m savings to deliver in 2014/15. Transformation and project plans are on target to deliver these savings. A detailed breakdown of each of the projects, giving their status, is attached as Appendix B.

## **Children's Wellbeing**

- 20 The Directorate savings plans for 2014/15 total £2.5m. The majority of these savings are around remodelling service delivery in the Safeguarding and Early Help service. The strategies are currently being shaped and the impact on this financial year assessed.
- 21 Strategies are in place to reduce the numbers of children in high cost placements and the financial impact will be measured during the year. The recruitment and retention of social workers was provided for in 2013/14, mitigating the pressures in year.
- 22 Savings in Education and Commissioning are on track for delivery, although the cost of shorts breaks provision could be a concern due to price increases from Wye Valley Trust. This is currently being reviewed.

## **Economy, Communities and Corporate**

- 23 The savings plan for 2014/15 of £7.3m is on track for delivery. Whilst the annual savings have been identified through detailed negotiation and contract management, with Balfour Beatty Living Places, the resultant reductions in street cleansing and grass cutting remain high profile issues.

- 24 As seen at the end of the previous financial year, fee income from Planning to the end of May continues to improve, being £150k higher than the same period in 2013. Income levels will continue to be closely monitored throughout the year.
- 25 Other risks within the directorate budgets, such as the national dispute in relation to land charges, are covered by reserves.

## Community Impact

- 26 The recommendations do not have any community impact.

## Equality and Human Rights

- 27 The recommendations do not have any equality implications.

## Financial Implications

- 28 These are contained within the report.

## Legal Implications

- 29 The Local Government Finance Act 1988 makes it a legal requirement that the council's expenditure (and proposed expenditure) in each financial year must not exceed the resources (including sums borrowed) available to the authority. If this principle is likely to be breached, the Chief Financial Officer is under a statutory duty to make a formal report to Members.

- 30 The council is under various statutory duties to provide services in relation to children and vulnerable adults and any reduction in relation to such provision requires careful consultation with Legal.

- 31 On 1 May 2014, the DCLG published the Local Government Transparency Code 2014 under section 2 of the Local Government, Planning and Land Act 1980. The code provides that local authorities must publish **quarterly** details of certain financial information including:

Items of expenditure exceeding £500, including the date incurred and the beneficiary and purpose of the expenditure and any contract or agreement with a value exceeding £5,000.

- 32 The code provides that local authorities must publish **annually** information that includes:

All land and building assets, including all properties the authority owns or uses (with some exceptions, including social housing).

A website link to, or a reproduction of, the senior staff data published under the Local Audit and Accountability Act 2014; plus a list of responsibilities, details of bonuses and benefits for all employees whose salary exceeds £50,000.

## Risk Management

- 33 Monthly reporting gives the Chief Financial Officer assurance on the robustness of budget control and monitoring, highlighting key risks and identifying any mitigation to reduce the impact of pressures on the council's overall position.

## **Consultees**

34 None

## **Appendices**

Appendix A Revenue Outturn

Appendix B Adults' Wellbeing Savings Plans

## **Background Papers**

- None identified.



## Appendix A

The year-end figures reflect the requirement to allocate internal recharges to comply with CIPFA's Service Reporting Code of Practice (SERCOP). This makes the accounts comparable across all local authorities by ensuring services report their full costs including overheads and capital charges. It also includes technical accounting adjustments to comply with International Financial Reporting Standards (IFRS), including pensions, PFIs and holiday accruals, which have to be undertaken to complete the statutory accounts. The report shows budgets before and after these adjustments.

These are different to the budgets monitored and reported through the year which reflect management responsibilities and accountabilities which is normal practice. The following table summarises the 2013/14 final out-turn position, reconciling the budgets reported through the year to the SERCOP budgets.

Service	Budget Exp.	Budget (Income)	Net Budget	Year-end adjusts	Final net budget	Out-turn Spend	Out-turn (over)under spend	January Forecast	Change
	£000	£000	£000	£000	£000	£000	£000	£000	£000
Adults' Wellbeing	70,170	(15,169)	55,001	3,288	58,289	61,248	(2,959)	(3,000)	41
Children's Wellbeing	43,181	(14,673)	28,508	8,050	36,558	35,691	867	695	172
Economy, Communities & Corporate	111,853	(67,439)	44,414	6,463	50,877	50,310	567	105	462
Chief Exec & Organisational Development	8,033	(707)	7,326	(6,653)	673	364	309	58	251
Public Health	7,941	(7,753)	188	(254)	(66)	(83)	17	0	17
<b>Directorate total</b>	<b>241,178</b>	<b>(105,741)</b>	<b>135,437</b>	<b>10,894</b>	<b>146,331</b>	<b>147,530</b>	<b>(1,199)</b>	<b>(2,142)</b>	<b>943</b>
Treasury management	15,239	(259)	14,980	301	15,281	14,957	324	250	74
Other budgets and reserves	4,364	(4,485)	(121)	(11,195)	(11,316)	(12,588)	1,272	1,865	(593)
<b>Total</b>	<b>260,781</b>	<b>(110,485)</b>	<b>150,296</b>	<b>0</b>	<b>150,296</b>	<b>149,899</b>	<b>397</b>	<b>(27)</b>	<b>424</b>

## Adults' Wellbeing

Service	Budget Exp.	Budget (Income)	Net Budget	Year-end adjusts	Final net budget	Out-turn Spend	Out-turn (over)under spend	January Forecast	Change
	£000	£000	£000	£000	£000	£000	£000	£000	£000
Adult Operations	4,071	(516)	3,555	1,994	5,549	5,903	(354)	(91)	(263)
Mental Health	9,106	(1,932)	7,174	160	7,334	7,448	(114)	(190)	76
Learning Disabilities	17,227	(1,318)	15,909	38	15,947	15,655	292	327	(35)
Older People	19,206	(5,365)	13,841	(983)	12,858	13,517	(659)	(951)	292
Physical Disabilities	7,969	(753)	7,216	25	7,241	7,598	(357)	(368)	11
Adult Commissioning	1,020	0	1,020	729	1,749	2,113	(364)	(188)	(176)
Other Services	8,017	(4,660)	3,357	458	3,815	4,870	(1,055)	(1,150)	95
<b>Adult Social care</b>	<b>66,616</b>	<b>(14,544)</b>	<b>52,072</b>	<b>2,421</b>	<b>54,493</b>	<b>57,104</b>	<b>(2,611)</b>	<b>(2,611)</b>	<b>0</b>
Planned savings schemes outside directorate	(876)	0	(876)	0	(876)	0	(876)	(876)	0
<b>Total for adult social care</b>	<b>65,740</b>	<b>(14,544)</b>	<b>51,196</b>	<b>2,421</b>	<b>53,617</b>	<b>57,104</b>	<b>(3,487)</b>	<b>(3,487)</b>	<b>0</b>
Homelessness	2,916	(210)	2,706	166	2,872	2,523	349	317	32
Housing Needs and Development	280	(8)	272	121	393	371	22	44	(22)
Home point	282	(282)	0	144	144	125	19	0	19
Housing and independent living management	225	0	225	72	297	276	21	16	5
Healthy Housing	727	(125)	602	364	966	849	117	110	7
<b>Housing and Independent living</b>	<b>4,430</b>	<b>(625)</b>	<b>3,805</b>	<b>867</b>	<b>4,672</b>	<b>4,144</b>	<b>528</b>	<b>487</b>	<b>41</b>
<b>Directorate Total</b>	<b>70,170</b>	<b>(15,169)</b>	<b>55,001</b>	<b>3,288</b>	<b>58,289</b>	<b>61,248</b>	<b>(2,959)</b>	<b>(3,000)</b>	<b>41</b>

The main changes from the reported position in January are as follows:

#### **Adults' Operations**

All obsolete stock that has not been purchased by the new external provider NRS, for the Community Equipment Service, has been written off at the 31 March creating a further overspend of £177k  
Additional agency staff costs of (£86k).

#### **Mental Health**

There was a reduction in client care costs in particular a reduction in the number and value of residential care costs.

#### **Learning Disabilities**

There was a small increase in the cost of client care packages of £35k.

#### **Older People**

There was a decrease in the number and cost of packages for nursing (£137k), domiciliary care (£133k) and day services of £22k.

#### **Physical Disabilities**

There was a small decrease in the cost of client care packages of £11k.

#### **Adult Commissioning**

Underspending due to the lack of demand on the Social fund grant has now been placed in a reserve for use in 2014/15. This had previously been shown as an underspend in January.

#### **Other Services**

Further savings of £95k have been achieved within the 2gether, Wye Valley Trust and supporting people contracts.

#### **Housing services**

There was a reduction in the predicted cost of homelessness services in February and March.

## Children's Wellbeing

Service	Budget Exp.	Budget (Income)	Net Budget	Year-end adjusts	Final net budget	Out-turn Spend	Out-turn (over)/under spend	January Forecast	Change
	£000	£000	£000	£000	£000	£000	£000	£000	£000
Directorate Costs	2,561	(318)	2,243	(534)	1,709	1,553	156	98	58
<b>Directorate Costs</b>	<b>2,561</b>	<b>(318)</b>	<b>2,243</b>	<b>(534)</b>	<b>1,709</b>	<b>1,553</b>	<b>156</b>	<b>98</b>	<b>58</b>
Service Management	127	0	127	(122)	5	60	(54)	7	(61)
Children's Safeguarding	13,571	(283)	13,288	1,008	14,296	15,495	(1,199)	(1,090)	(109)
Early Help	2,922	(395)	2,527	1,011	3,538	2,551	986	676	310
<b>Safeguarding and Early Help</b>	<b>16,620</b>	<b>(678)</b>	<b>15,942</b>	<b>1,897</b>	<b>17,839</b>	<b>18,106</b>	<b>(267)</b>	<b>(407)</b>	<b>140</b>
Service Management	512	(5)	507	25	532	459	73	56	17
Additional Needs	6,356	(4,004)	2,352	583	2,935	2,861	74	96	(22)
Education Improvement	1,140	(746)	394	102	496	361	135	202	(67)
Youth Services	312	(168)	144	(51)	93	26	67	75	(8)
Children's commissioning	1,811		1,811	105	1,916	1,699	217	169	48
Development and Sufficiency	13,869	(8,754)	5,115	6,026	11,141	11,512	(371)	(377)	6
<b>Education and Commissioning</b>	<b>24,000</b>	<b>(13,677)</b>	<b>10,323</b>	<b>6,790</b>	<b>17,113</b>	<b>16,918</b>	<b>195</b>	<b>221</b>	<b>(26)</b>
Education Support Grant				(103)	(103)	(886)	783	783	0
<b>Children's Wellbeing Directorate</b>	<b>43,181</b>	<b>(14,673)</b>	<b>28,508</b>	<b>8,050</b>	<b>36,558</b>	<b>35,691</b>	<b>867</b>	<b>695</b>	<b>172</b>



The main changes from the reported position in January are;

### **Education and Commissioning**

The opportunity to offset some costs to DSG had not been included in the January forecast, which improved the position for the Local Authority. In addition the billing for inter-authority was different this year and had not been allowed for in the forecast. Previous apportionment of Public Health funding and a reduction in the short breaks demand had also helped improve the position in January.

### **Central Children's Directorate costs**

The Education Service grant remained underspent by £783k and this along with the use of the dedicated schools grant were appropriate accounts for the underspend in this area.

### **Safeguarding and Family Support**

Although this area continued to be overspent the final position had improved from previous forecasts. The adoption reform grant was used to fund costs within the adoption service area and the forecasted full spend of the training budget did not materialise. Previous allocation of Public Health grant to children's centres and intensive family support had helped improve the forecast significantly earlier in the year.

Spend on agency staff continued to increase and this accounts for the £376K overspend within the fieldwork total. Children's external placements remained overspent as forecasted all year, despite significant work being done to try and reduce both the numbers and the costs of individual placements it was not possible to reduce the numbers to those anticipated when setting the original budget which were 33 fostering, 5 residential and 1 secure.

## Economy, Communities and Corporate

Service	Budget Exp.	Budget (Income)	Net Budget	Year-end adjusts	Final net budget	Out-turn Spend	Out-turn (over)under spend	January Forecast	Change
	£000	£000	£000	£000	£000	£000	£000	£000	£000
Economic, Environment and Cultural services	12,592	(8,596)	3,996	6,876	10,872	10,104	768	211	557
Placed Based Commissioning	32,436	(4,531)	27,905	3,310	31,215	30,978	237	227	10
Law Governance & Resilience	3,798	(890)	2,908	(887)	2,021	2,685	(664)	(482)	(182)
Chief Finance Officer & Corporate Management	52,014	(48,056)	3,958	(300)	3,658	3,130	528	235	293
Property Services	6,162	(4,525)	1,637	(1,822)	(185)	78	(263)	(154)	(109)
Community & Customer Services	4,578	(805)	3,773	(775)	2,998	3,050	(52)	39	(91)
Director & Management	273	(36)	237	61	298	285	13	29	(16)
<b>Economy, Communities and Corporate</b>	<b>111,853</b>	<b>(67,439)</b>	<b>44,414</b>	<b>6,463</b>	<b>50,877</b>	<b>50,310</b>	<b>567</b>	<b>105</b>	<b>462</b>

The main changes from the reported position in January are;

The integration of the public health service within the council has led to successful joint working with resultant efficiencies. A number of initiatives planned for 2014/15 have been accelerated by the Director of Public Health, generating further efficiencies of which allowed £400k available to this Directorate.

Planning fee income exceeded previous forecasts by £100k in February and March 2014.

There was further underspending on Corporate Management budgets of £160k which includes pension costs and external audit fees and additional courts costs recovered in relation to Council Tax collection.

As previously reported, legal proceedings were commenced against the Council (and other Councils) by private search companies which could result in this Council having to repay around £600k, an increased estimate since January.

#### Chief Executive and Organisational Development

Service	Budget Exp.	Budget (Income)	Net Budget	Year-end adjusts	Final net budget	Out-turn Spend	Out-turn (over)under spend	January Forecast	Change
	£000	£000	£000	£000	£000	£000	£000	£000	£000
ICT	5,402	(495)	4,907	(4,733)	174	(19)	193	0	193
Human Resources	1,412	(132)	1,280	(1,245)	35	33	2	0	2
Communications and Web Management & Support	622	(80)	542	(539)	3	4	(1)	0	(1)
<b>Organisational Development Team</b>	<b>7,653</b>	<b>(707)</b>	<b>6,946</b>	<b>(6,698)</b>	<b>248</b>	<b>20</b>	<b>228</b>	<b>0</b>	<b>228</b>
Chief Executive	380	0	380	45	425	344	81	58	23
<b>Chief Executive &amp; Organisational Develop</b>	<b>8,033</b>	<b>(707)</b>	<b>7,326</b>	<b>(6,653)</b>	<b>673</b>	<b>364</b>	<b>309</b>	<b>58</b>	<b>251</b>

The main changes from the reported position in January relates to slippage in ICT Projects. This includes in year savings across ICT budgets, which were previously held back to cover risks within the project to renew the PSN Network contract and the negotiations with partners on requirements and contributions.

## Public health

Service	Budget Exp. £000	Budget (Income) £000	Net Budget £000	Year-end adjusts £000	Final net budget £000	Out-turn Spend £000	Out-turn (over)under spend £000	January Forecast £000	Change £000
Public Health Grant	0	(7,753)	(7,753)	0	(7,753)	(7,753)	0	0	0
Pay Budget	1,918	0	1,918	(509)	1,409	2,237	(828)	0	0
Commissioning Budget	5,522	0	5,522	367	5,889	3,918	1,971	0	0
Contingency Budget	350	0	350	0	350	1,493	(1,143)	0	0
<b>Public Health Grant</b>	<b>7,790</b>	<b>(7,753)</b>	<b>37</b>	<b>(142)</b>	<b>(105)</b>	<b>(105)</b>	<b>0</b>	<b>0</b>	<b>0</b>
Research Team	151		151	(112)	39	22	17	0	17
<b>Public Health LA</b>	<b>151</b>	<b>0</b>	<b>151</b>	<b>(112)</b>	<b>39</b>	<b>22</b>	<b>17</b>	<b>0</b>	<b>17</b>
<b>Public Health Directorate</b>	<b>7,941</b>	<b>(7,753)</b>	<b>188</b>	<b>(254)</b>	<b>(66)</b>	<b>(83)</b>	<b>17</b>	<b>0</b>	<b>17</b>

The main changes from the reported position in January relate to vacancies within the Research Team.

**APPENDIX B  
AWB Savings Performance and Monitoring**

Work Stream (Project)	Description	Budget Holder	Lead officer	Achieved to date	TARGETS			Overall RAG Status	scheduling	Budget	HR	Comms	Resources	Project status	milestones due in next month
					14/15	15/16	16/17								
					£'000	£'000	£'000								
Open Book Review - Usual rates for Older People Residential and Nursing	VFM in cost of residential and nursing placements for older persons	Colin Sowerby	Lyndon Mead	0	300	75	95	R	A	N/A	G	G	Approved by cabinet on 12th June 2014	Implementation 1st Aug subject to any JR. Replacement savings required £300k	
Home and Community Support	VFM in good quality affordable homecare services	Colin Sowerby	Graeme Trott		765	0	0	G	G	N/A	G	G	Live	Mobilisation of contract awards £165k replacement savings required	
Workforce reshaping	Restructure commissioning and housing teams	Richard Gabb	Donna Etherton	315	315	0	100	G	G	G	G	G	Restructure delivered	Completed	
FACE RAS	Revising personalisation offer	Colin Sowerby	Donna Etherton?		450	450	450	G	A	N/A	G	G	In Mobilisation	Report on Implementation plan required	
Contract Changes	recommission lower cost contracts	Colin Sowerby/Richard Gabb	Lyndon Mead		104	1,021	976	G	A	N/A	A	G		Update Required	
Contract Changes	Village wardens	Richard Gabb	Lyndon Mead	17	17	0	0	G	G	N/A	G	G	Delivered	Completed	
Contract Changes	SIL	Richard Gabb	Lyndon Mead	29	29	0	0	G	G	N/A	G	G	Delivered	Completed	
Contract Changes	Reduction in 2gether S75 contract value	Richard Gabb	Peter Brennan	150	150	0	0	G	G	N/A	G	G	Variation to contract requires formal sign off	Completed	
Maximise income potential	continued implementation of fairer charging policy	Colin Sowerby	Susie Binns	8	50	50	0	G	G	N/A	G	G	Mobilisation		
Reduce High cost care packages	LD and Mental Health high cost package reviews	Colin Sowerby	John Burgess and Mark Hemming		100	100	100	A	A	N/A	N/A	A	Mobilisation	Requires review	
Remove funding for non-eligible service users	Reviews based on refreshed RAS	Colin Sowerby		150	900	300	300	A	A	N/A	G	G	Mobilisation		
Use of technology	Reducing the cost of care through increased use of technology	Colin Sowerby	Tim Mulrey and Nathan Downing	8	50	200	250	G	G	G	G	G	Mobilisation		
Next Stage Integration	direct provision outsourced to independent and voluntary sector through contracts	Colin Sowerby	Mandy Appleby	532	1,100	0	0	G	A	G	G	G	Social work operational teams in house structures complete and savings achieved. Day opps savings subject to income achievement	Mobilisation of contract award	
Reduction in accommodation support	reduction in supporting people contracts	Richard Gabb	Laura Tyler	N/A 14/15	623	287		G	G	N/A	G	G	In Project scoping	Consultation plan approval	
Manage demographic pressure	Demand management	Colin Sowerby	Team Leaders/ service managers	194	1,160	616	588	A	A	N/A	G	G	Mobilisation	Performance report figures	
<b>REPLACEMENT SCHEMES</b>															
14/15 in year only mitigation	One off specific reserve (CB) available 14/15			1.25											
14/15 in year only mitigation	Specific reserve (SW) available 14/15 only			115											
14/15 in year only mitigation	Social fund re assigned			60											
	Hiacs shortfall														
<b>TOTAL</b>				<b>1,703</b>	<b>5,490</b>	<b>3,435</b>	<b>3,146</b>							<b>12,142</b>	





<b>MEETING:</b>	<b>GENERAL OVERVIEW AND SCRUTINY COMMITTEE</b>
<b>MEETING DATE:</b>	<b>30 JUNE 2014</b>
<b>TITLE OF REPORT:</b>	<b>TASK AND FINISH GROUP - HOUSEHOLD RECYCLING CENTRES</b>
<b>REPORT BY:</b>	<b>TASK AND FINISH GROUP</b>

## Classification

Open

## Key Decision

This is not an executive decision.

## Wards Affected

County-wide

## Purpose

To consider the findings of the scrutiny Task and Finish Group - Household Recycling Centres and to recommend the report to the Executive for consideration.

## Recommendations

**THAT:**

- (a) **The committee considers the report of the Task and Finish Group - Household Recycling Centres, in particular its recommendations, and determines whether it wishes to agree the findings for submission to the Executive; and**
- (b) **Subject to the review being approved, the Executive's response to the review including an action plan be reported to the first available meeting of the committee after the Executive has approved its response.**

## Alternative Options

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

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Further information on the subject of this report is available from  
Governance Services on Tel (01432) 260088

## **Reasons for Recommendations**

- 2 The committee commissioned a task and finish group to review issues relating to the Household Recycling Centres. The report of the task and finish group, enclosed as Appendix 1, is submitted for consideration and approval by the committee.

## **Key Considerations**

- 3 The task and finish group was established in response to concerns received by Members from their constituents following changes to the Commercial Vehicle and Trailer Permit Policy.
- 4 The task and finish group met seven times, involving: interviews with officers, site operatives and service users; and site visits to the Household Recycling Centres at Ledbury and Rotherwas. In addition, a site user survey was undertaken.
- 5 The appended report identifies twenty-three recommendations arising from the findings of the task and finish group.

## **Community Impact**

- 6 If the committee agrees with the findings of the task and finish group, the report will need to be considered by the Executive and, depending on their decision, community impact will need to be assessed.

## **Equality and Human Rights**

- 7 If the committee agrees with the findings of the task and finish group, the report will need to be considered by the Executive and, depending on their decision, equality and human rights issues will need to be assessed.

## **Financial Implications**

- 8 If the committee agrees with the findings of the task and finish group, the report will need to be considered by the Executive and, depending on their decision, the financial implications of any of the recommendations will need to be assessed.

## **Legal Implications**

- 9 If the committee agree with the findings of the task and finish group, the report will need to be considered by the Executive and, depending on their decision, the legal implications of implementing any of the recommendations will need to be assessed.

## **Risk Management**

- 10 If the committee agrees with the findings of the task and finish group, the report will need to be considered by the Executive and, depending on their decision, the risk management implications of implementing any of the recommendations will need to be assessed.

## **Consultees**

- 11 The consultees are detailed at section 4.6 of the appended report.



## **Appendices**

Appendix 1 Task and Finish Group Report - Herefordshire Household Recycling Centres

### **Background Papers**

- None identified.





# **Task and Finish Group Report**

**Herefordshire Household Recycling  
Centres**



# Herefordshire Household Recycling Centres - Review Report

## Chairman's Foreword

Recycling of household waste is recognised as an important facility and is considered essential by our population. This was illustrated by the task and finish group's survey in Herefordshire, this topic proving to be the most commented upon with some 324 responses; making it the most successful response to a scrutiny review since Scrutiny was founded. However, it was evident from opinions provided by both the surveyed population of Herefordshire and officers that the service did need to be reviewed, to ensure that the best possible service is being provided; and this we have done within Herefordshire.

We visited two household waste facility sites within Herefordshire, Rotherwas and Ledbury, which were staffed by Severn Waste operatives who were both knowledgeable and helpful and wanting to do a good job for the people of Herefordshire. They had good ideas for improvement of service and their views should be captured to enable a better service to be provided. From the people we interviewed it became evident that this good service is also provided at other Herefordshire household waste sites. This level of commitment and service attainment is to be applauded and their innovative ideas should be recognised and considered by their management and for consideration by the primary contract holder.

It is hoped that this review will provide essential information to inform the household waste review to be carried out by Worcestershire County Council. These recommendations are hopefully self-evident. Notwithstanding, there may be additional recommendations that could be suggested and service improvement should be considered as the contract 'goes forward'. So please let this document be an enabling document, whereby, betterment of the service should continue to be considered and if ideas are found to be capable of providing a better service, they be put in place. Where we in Herefordshire Council are able to make the service better then let us carry out the changes. Where there are contractual issues or operational issues then let us discuss how improvement to this service may be enabled.

Finally, I would like to put on record my thanks for assistance. I would like to thank my colleagues Councillor Sally Robertson and Councillor John Stone for their assistance and support in the completion of this task. Thanks also go to the waste specialist officers in Herefordshire Council, Worcester County Council and Severn Waste site operatives whom we met 'on the ground' their skills were clearly evident. The candour of these officers to our thoughts and questions has proved to be very helpful in coming to our conclusions. In addition, our thanks go to the members of the public who came along to be interviewed by us, their experiences and opinions were informative and very helpful. Finally, our sincerest thanks go to both Gemma Dean and Ben Baugh for their organisational skills, note taking and overall expertise - as usual they have proved to be exceptional. I truly could not have published this report without them and I thank them for their able assistance and guidance.

## **2 Executive Summary**

- 2.1 Herefordshire Council and Worcestershire County Council are in a joint partnership with a waste permit system operating at their respective recycling centres. In October 2013 the permit system was updated and a number of significant changes were introduced. A number of Councillors were contacted by members of the public expressing their dissatisfaction of the new system. As a result of this, a task and finish group was set up to review the system.
- 2.2 As the permit system is a joint system between Herefordshire and Worcestershire, some of the recommendations shall be for Herefordshire Council to implement, some shall be for Worcestershire County Council to implement and some will be for the provider, Severn Waste Services, to implement.
- 2.3 Although this review only looks at the Herefordshire sites, the task and finish group understands that there shall be a review of the system by Worcestershire County Council shortly. The task and finish group would like the findings of their review to form a solid basis for any changes that might help the Worcestershire sites.

## **3. Composition of the Task and Finish Group**

- 3.1 Members of the task and finish group were:  
Councillor Barry Durkin – Vice-Chair of General Overview and Scrutiny Committee (from 23 May 2014) and Chair of this task and finish group  
Councillor Sally Robertson  
Councillor John Stone
- 3.2 Lead Officer - Kenton Vigus
- 3.3 Officer - Alex Nicholas
- 3.4 Scrutiny Officer - Gemma Dean.
- 3.5 Democratic Services Officer - Ben Baugh

## **4**     **Context**

### Why Did We Set Up The Group?

- 4.1     In October 2013, the current Commercial Vehicle/Trailer Permit Policy was re-issued with a number of changes, including a limit on the number of permits issued to an individual and prohibiting certain vehicles from unloading waste at Herefordshire and Worcestershire Household Recycling Centres.
- 4.2     A number of complaints were received by Members of Herefordshire Council reference the changes to the permit system.
- 4.3     The General Overview and Scrutiny Committee is the designated scrutiny committee to review waste matters.
- 4.4.    As a direct result of the public complaints, this task and finish group was commissioned.

### What Were We Looking at?

- 4.5     In January 2013, a scoping statement was agreed for the task and finish group. The full scoping statement is attached at Appendix A.

### Who Did We Speak To?

- 4.6     Between January and April 2014, the group convened meetings, interviews and visits to gather as much background information and seek as many views as were required to make recommendations. In doing this, the group spoke to the following people:
  - Herefordshire Council's waste management team
  - Mr. V Connor, Waste Operations Manager, Worcestershire County Council
  - Mr. A Davies, Contract Monitoring Officer, Worcestershire County Council
  - Mr. C Sandman, Team Leader, Community Protection Team, Herefordshire Council
  - Employees on the Household Recycling Centres run by Severn Waste Services
  - Mrs C Sweet-Low, Customer Services Supervisor, Herefordshire Council
  - Household Recycling Centres users

### How Did We Engage With People?

4.7 The task and finish group wanted to use as many different ways of engagement with interviewees. The methods used were:

- Face to face interviews.
- Site visits to Ledbury and Rotherwas Household Recycling Centres.
- Site user survey - contained at Appendix B – Herefordshire Council's website and put on Ward Member and Parish Member updates.
- Members' questionnaire
- Email correspondence

### What Did We Read?

4.8 The group was provided background information to undertake this review. The documents that were used and are appended to this report are:

- The Commercial Vehicle/Trailer Permit Policy (CVT)
- Permit systems used by other local authorities
- Complaints reference the system
- Rejected loads information



## 5. Key Themes

5.1 Throughout the task and finish group, the following key themes were identified:

1. Communications and the relationship with Worcestershire County Council
2. The Survey carried out in Herefordshire only
3. The Household Recycling Centres in Herefordshire only

### Communications and the relationship with Worcestershire County Council

5.2 During the task and finish review, the group heard about the transition period in October 2013 when the new changes came into place. The group was able to see from the rejected loads information that a very high number of users were turned away from using the site either because they had an old permit or because they were not aware of the change to rules regarding double-axle trailers. The group was advised that the changes had been advertised on the Council's website and on site. However, letters were not sent to current users due to the corruption of addresses on the database. The group heard from site users that they did not feel that the communication had been sufficient, that the visual displays of change at the sites were not readily discernible or of sufficient size to enable ease of recognition and that the three month transition period given to the new changes was too short. This was further compounded by the change over being part way through the year in the winter, when many users do not use the recycling centres.

The group feels strongly that the communication of the changes to the CVT policy was not timely or sufficient. It was reported that users were unaware of the impending change and that any visual information on site should have been in a better format and capable of easy recognition and the change carried out at an appropriate time in the year cycle. It is considered that the use of the database was not effective to monitor customers or enable change communication. To enable the transition period the database should have been maintained and used effectively to allow information and correspondence to be sent out to current users.

**Recommendation 1: That any future changes to the permit system shall be clearly advertised to the general public - in an appropriate time frame to avoid confusion. This shall include the sending of a letter to all members of the public who are currently registered to the scheme. Dates of implementation shall be clearly identified and displayed in an appropriate format and an appropriate transition time shall be given for the changes.**

**Recommendation 2: That the database maintained by Worcestershire County Council be maintained effectively to ensure that communications can be sent out to current users regarding any changes to the system.**

5.3 The task and finish group were made aware of some problems regarding the sharing of data from Worcestershire County Council to Herefordshire Council and the Household Recycling Centres. The group thinks that it is imperative to ensure that all data is appropriately shared between all of the organisations and sites. This will allow for effective enforcement and the ability to identify any trends in complaints or refused loads.

**Recommendation 3: That Worcestershire County Council shares information maintained by them with Herefordshire Council and the Household Recycling Centre on a regular basis.**

**Recommendation 4: That Herefordshire Council appropriate staff have limited access to the database to enable update of Herefordshire users' details and sending of targeted messages and requests to Worcestershire Council.**

5.4 Information received from site operatives, users and observations from the Members on their visits to the sites identified that there was insufficient identifiable signage at the Household Recycling Centres. These varied from safety notices to ways in which people could dispose of their waste in different ways e.g. composting, to pictograms to inform customers without words. Furthermore the task and finish group feel that the work that is done by the waste team and operatives is not communicated enough. Herefordshire has excellent levels of recycling and the enforcement team work tirelessly to prosecute offenders and respond to fly tipping. The task and finish group feels that the statistics regarding all of these areas should be publicised more widely.

**Recommendation 5: That signage at the Household Recycling Centres shall be improved at all sites. The signage shall identify ways to use the site safely and appropriately; inform the public of help that is available from the operatives; pictograms to inform customers without words; to inform the users of recycling levels and ways in which waste was used; to inform users of other ways to reuse and recycle; and to inform users of any proposed changes to the scheme.**

**Recommendation 6: That communication about waste and enforcement activity should be improved significantly. This to be achieved by:**

- **Regular updates on waste i.e. recycling rates, changes to the system, enforcement action etc. to be distributed via ward updates to Ward and Parish Councillors**
- **Regular updates as above to be placed on the Council's website**

**Recommendation 7: That Herefordshire Council invests some time and resources to encouraging members of the public to consider other legal ways of dealing with their waste before bringing them to the Household Recycling Centres.**

**Recommendation 8: Composting should be further extensively advertised and encouraged as an important step for recycling for householders**

5.5 During interviews with various officers, operatives and service users, commendation was given for the enforcement team and in particular, Craig Sandman. The task and finish group are concerned by the radical reduction of staff in the community protection team and the likely effect that this will have on illegal dumping of trade waste and fly tipping. The group is also aware that Worcestershire County Council does not have any enforcement on their sites.

**Recommendation 9: That the enforcement function be enhanced to reduce the amount of trade waste entering sites and respond to fly tipping. Herefordshire**

**and Worcestershire councils should consider the joint resourcing of this function to share costs and utilise expertise.**

### The Survey

5.6 As part of this task and finish group, a site user survey was issued. The survey was advertised on Herefordshire Council's website, at Household Recycling Centres and distributed to Members via the Ward Member updates. The group received 324 responses to the survey, making it the most successful response to a scrutiny review since scrutiny was founded. The group would like to thank all of the users who responded and whose opinions have helped shape the recommendations contained within this review. The high response rate infers that users would like to have their say on the Household Recycling Centres. The Members of the task and finish group would therefore like to see this kind of survey to happen annually.

**Recommendation 10: That an annual site user survey be introduced. The timing should be varied every year to capture the views of all users; the database could make for the efficient information gathering in addition to website advertising and web survey.**

### The Household Recycling Centres

5.7 The task and finish group heard from site users via the survey, interviews and complaints about their views towards the Household Recycling Centres. The Members were also able to visit the Ledbury and Rotherwas Recycling Centres. The following key points were identified:

- That the amount of 12 permits per year was not sufficient. This was especially the case for people with large gardens. There was also some confusion as to how the permits could be used. Many members of the public thought that the permits had to be used once a month rather than whenever they are needed. The group feels that this number should be increased to 14 per year to allow for people with a large amount of green waste and also to avoid the confusion as to when they should be used.
- The group was very surprised to find that the largest Household Recycling Centre in Rotherwas did not have a green waste compactor. The group thinks that this should be provided for as soon as is practically possible but within three months.
- The layout of the sites means that they were not being used to their best potential. Many of the users only brought green waste so it would make sense for the sites to replicate this and have the green waste bins in a different place to help avoid congestion.
- There were a large number of complaints regarding the prohibiting of double-axle trailers on site. The group was advised that the reasons for prohibiting them were to discourage illegal disposal of trade waste and also due to the size and weight of these vehicles. The group heard from a number of site users who used to take their household waste to the sites on double-axle trailers. These trailers are expensive items to buy and they also

allow for fewer trips to the household recycling centres. The group feels that this rule is an arbitrary one that is affecting legitimate users to the site and may also have an impact on the amount of congestion. Therefore the group is recommending that double-axle trailers be allowed onto the site. The double-axle trailers shall be to the Lfor Williams double-axle trailer dimensions.

- The group was concerned that the prohibition of disposing of waste from certain types of vehicle, with no special circumstances allowed, may restrict some protected groups from within Herefordshire who do not have access to regular cars. One example given was when a member from the travelling community only had a vehicle which was in the list of prohibited vehicles. They were turned away from the site despite having no access to any other type of vehicle.
- There are a large number of vehicles which are not contained within the Commercial Vehicle/Trailer Permit Policy. The group were given examples of these vehicles being turned away in some instances and allowed on in others. The group feels that there should be an exhaustive list of prohibited vehicles and that the scheme should be fluid enough to allow for other vehicles to be added to the list when necessary. However, the permission for horse boxes and similarly sized and capacity vehicles, not currently mentioned in the CVT, should be specifically restricted. The group feels that there should be an exhaustive list of prohibited vehicles and that the scheme should be fluid enough to allow for other vehicles to be added to the list when necessary.
- The group heard that any recommendation not allowing different vehicles onto the site may result in the increase of illegal waste tipping. Thus may also lead to an increase of the need for the Community Protection Team to take up investigations and subsequent enforcement action. The group was advised that Wednesdays are generally a quiet day on the sites. Therefore the group is recommending that Wednesdays, at specified times, is specifically given as a day when regulated exceptions to the prohibited vehicles are allowed access to the Rotherwas site. This would also allow for targeted enforcement.
- The group was advised by site operatives that there was a large difference in usage of the sites between Autumn/Winter and Spring/Summer. The group feels that the sites should replicate the demand and encourage site users to use the sites at differing times during the Spring/Summer months to avoid congestion. Therefore the group is recommending that the sites close earlier during the Autumn/Winter months and later during the Spring/Summer months. This could be trialled in the first instance to see how it would be received. There should also be sufficient communication of this change.
- The group are concerned that there is no facility on sites to allow for an emergency permit to be given in certain circumstances. Examples of these circumstances might be when there has been a death and the house has to be cleared out immediately or alternatively when there has been a case of flooding.

- The group would like to see more opportunities for the re-use of further brought in items where unwanted household and garden items could be recycled for free at the household recycling centres e.g. furniture, water based paints and textiles etc.; thus cutting down on waste disposal and enabling community recycling. This was mirrored in the responses of the site user surveys
- A number of site users raised the query regarding the need for another site North of Hereford. The group feels that this shall become even more significant when the next phases of housing developments are built. Therefore the group is recommending that research is undertaken to determine the viability of opening another household recycling centre north of Hereford.
- Overall the feedback from users was of the excellent work that the site operatives do. The group was pleased to hear from Severn Waste of the training that the operatives undertake. However, the group feels that there is the need for specific training to be given on conflict management in order for the site operatives to deal with site users who may be challenging.
- The group considered that where changes could be made within Herefordshire, albeit unilaterally, to enable better and more efficient use of the Household Transfer Sites by the council tax payers then every effort should be made to make this service more effective.

**Recommendation 11: That the number of permits per user is increased to 14 a year.**

**Recommendation 12: That a green waste compactor is provided at the Rotherwas Household Recycling Centre within three months.**

**Recommendation 13: That the site layouts of all Herefordshire Household Recycling Centres are revised to ensure maximum effective usage and safety.**

**Recommendation 14: That double-axle trailer of the current Ifor Williams dimensions shall be allowed to enter on the sites. Consideration should be given to only allowing their access on specific days.**

**Recommendation 15: That consideration is given to allowing vehicles outside of the permit system from some protected groups from within Herefordshire who do not have access to 'regular' cars an opportunity to dispose of their waste on specific days.**

**Recommendation 16: That Wednesday should be designated as the formal day for vehicle types outside of the permit scheme, as mentioned within this report, to dispose of their waste.**

**Recommendation 17: That the vehicle and trailer types defined in the Commercial Vehicle/Trailer Permit Policy are reviewed to consider all different types of vehicles which may enter the site.**

**Recommendation 18:** That a review is undertaken to identify operating a blend of opening hours at the Herefordshire sites. This shall include later opening hours in Spring/Summer and earlier closing hours in Autumn/Winter.

**Recommendation 19:** That consideration should be given to allowing one-off emergency permits to be issued on site.

**Recommendation 20:** That consideration shall be given to providing facilities to enable the re-use of brought in items at the Household Recycling Centres e.g. furniture, water based paints and textiles etc.; thus cutting down on waste disposal and enabling community recycling.

**Recommendation 21:** That research should be undertaken to determine the viability of a north Hereford Household Recycling Centre in view of the increased housing numbers coming forward.

**Recommendation 22:** That specific training shall be given to site operatives on conflict management and dispute resolution.

**Recommendation 23:** That where Herefordshire Council are able to make identified changes to service, especially unilaterally, that these be carried out.

## **6 Other Matters Considered**

6.1 The task and finish group considered whether it would be possible for householder(s) who are elderly or disabled to have their garden waste removed to the household waste station by a community warden, housing association or as a community service authorised by the parish council etc. However, under The Waste (Household Waste) Duty of Care (England & Wales) Regulations 2005, householders have a duty of care and are required to take reasonable measures to ensure that household waste produced on their property, if not directly taken by them to the transfer station, is passed onto an authorised person who is an authorised waste carrier for transfer. Therefore, it was not possible to recommend this method of community disposal as an option.

## **7 Summary of Recommendations**

**Recommendation 1:** That any future changes to the permit system shall be clearly advertised to the general public – in an appropriate time frame to avoid confusion. This shall include the sending of a letter to all members of the public who are currently registered to the scheme. Dates of implementation shall be clearly identified and displayed in an appropriate format and an appropriate transition time shall be given for the changes.

**Recommendation 2:** That the database maintained by Worcestershire County Council be maintained effectively to ensure that communications can be sent out to current users regarding any changes to the system.

**Recommendation 3:** That Worcestershire County Council shares information maintained by them with Herefordshire Council and the Household Recycling Centre on a regular basis.

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- Regular updates on waste i.e. recycling rates, changes to the system, enforcement action etc. to be distributed via ward updates to Ward and Parish Councillors
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**Recommendation 7:** That Herefordshire Council invests some time and resources to encouraging members of the public to consider other legal ways of dealing with their waste before bringing them to the Household Recycling Centres.

**Recommendation 8:** Composting should be further extensively advertised and encouraged as an important step for recycling for householders.

**Recommendation 9:** That the enforcement function be enhanced to reduce the amount of trade waste entering sites and respond to fly tipping. Herefordshire and Worcestershire councils should consider the joint resourcing of this function to share costs and utilise expertise.

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for the efficient information gathering in addition to website advertising and web survey.

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**Recommendation 22:** That specific training shall be given to site operatives on conflict management and dispute resolution.

**Recommendation 23:** That where Herefordshire Council are able to make identified changes to service, especially unilaterally, that these be carried out.



## 8. **Appendices**

8.1 Appendix A – Scoping Statement

Appendix B – Herefordshire Household Recycling Centres Site User Survey



<b>TITLE OF REVIEW:</b>	<b>Waste Sites Permit Schemes</b>
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## SCOPING

### Reason for Enquiry

In 2006 a permit system was introduced to target those people more likely to be bringing in commercial waste into the waste transfer station/household waste sites.

A Member of General Overview and Scrutiny Committee received a number of complaints relating to this scheme. After discussions with the relevant officers, it was discovered that the permit scheme was due to have a review in April 2014. Therefore this task and finish group has been established to identify and address concerns and feed into the April review.

This document outlines the scope, areas, approach and people involved in the task and finish group.

### Terms of Reference

#### Terms of Reference

#### Objectives

- To review the current waste permit system

#### Actions

- To examine the current permit system
- To identify any concerns with the current permit system
- To identify best practice of permit systems from other local authorities.

### What will NOT be included

- Waste collection arrangements

### Potential outcomes

To

- **To recommend to Cabinet an update on the current waste permit system including any area for development or changes necessary**

### Key questions

- **What is the current waste permit scheme?**
- **Is the current scheme fit for purpose?**
- **Have the changes made in 2013 affected fly tipping or other associated anti-social behaviour and littering?**
- **Are there examples of best practice elsewhere in the UK of local authority waste permit schemes?**
- **Are there any changes that would be appropriate to the Herefordshire waste permit system?**

### Cabinet Member (s)

Councillor Harry Bramer (Contracts and Assets)

**Key Stakeholders/Consultees**

- Service Users
- Council officers
- Other local authorities

**Potential Witnesses**

- Severn Waste employees including site operatives
- Herefordshire Council Customer Services
- Herefordshire Council Waste Team
- Residents
- Worcestershire Council Waste Team

**Research Required**

- Current waste permit scheme
- Best practice examples from across the UK local authorities

**Potential Visits**

- Ross on Wye waste site
- Hereford waste site

**Publicity Requirements**

Launch of Review

During Review

Publication of the Review and its recommendations

<b>Outline Timetable (following decision by the Overview and Scrutiny Committee to commission the Review)</b>	
<i>Activity</i>	<i>Timescale</i>
Collect current available data for circulation to Group prior to first meeting of the Group.	
Confirm approach, programme of consultation/research/provisional witnesses/meeting dates	20 December 2013
Collect outstanding data	
Analysis of data	
Final confirmation of interviews of witnesses	
Carry out programme of interviews	March 2014
Agree programme of site visits as appropriate	
Undertake site visits as appropriate	
Final analysis of data and witness evidence	
Prepare options/recommendations	
Present Final report to Overview and Scrutiny Committee	30 June 2014
Present options/recommendations to Cabinet (or Cabinet Member (s))	
Cabinet/Cabinet Member (s) response (Within 2 months of receipt of Group's report)	30 August 2014
Consideration of Executive's response by the Overview and Scrutiny Committee.	1 September 2014
Monitoring of Implementation of agreed recommendations (within six months of Executive's response)	March 2014

<b>Members</b>	<b>Support Officers</b>
<b>Councillor Barry Durkin – (Review Group Chairman)</b>	<b>Lead Support Officer:</b> Kenton Vigus <b>Scrutiny Officer:</b> Gemma Dean <b>Democratic Services Representative :</b> Ben Baugh



# Herefordshire Household Recycling Centre User Survey

Herefordshire Council provides Household Recycling Centres in Hereford (Rotherwas), Leominster, Ross on Wye, Bromyard and Ledbury to provide places where residents are able to dispose of any household waste that cannot be collected direct from the property through the refuse collection service. The sites are provided for the sole use of householders bringing their own household waste. No trade or business waste may lawfully be deposited at these sites.

In October 2013 increased restrictions were put in place to limit residents use of commercial vehicles and trailers to 12 visits per annum. The restrictions also included an outright ban on double-axle trailers and vehicles over 3.5 tonnes in weight.

This survey is being conducted in order to obtain feedback from householders who use these sites to help us review their provision and make improvements to the service in future. Please take the time to answer the following questions; we appreciate any comments you have to help improve our service. All personal details will be treated as confidential.

Please return your completed survey by post to: **Scrutiny Team, Herefordshire Council, Brockington, 35 Hafod Road, Hereford, HR1 1SH** or by email to **scrutiny@herefordshire.gov.uk** by **Thursday 20 February 2014**.

Alternatively you can complete the questionnaire on the Herefordshire Council website.

Please contact the council's scrutiny team for more information about this survey:  
Tel: 01432 261885 - Email: [scrutiny@herefordshire.gov.uk](mailto:scrutiny@herefordshire.gov.uk)

**Q1. What is your home postcode?**

**Q2. Approximately how regularly do you use a Household Recycling Centre?** (Please tick one box)

- More than once a week*     
  *Monthly*     
  *Less frequently*  
 *Weekly*     
  *Annually*     
  *This is my first time*

**Q3. What type(s) of vehicle do you use to bring materials on site?** (Please tick all that apply)

- Private car/people carrier*     
  *Minibus*  
 *Van*     
  *Pick up*

Other, please specify:

**Do you ever use a trailer\*?** (Please tick one box)

- Yes*     
  *No*

If yes please provide details:

\*A trailer is defined here as an unpowered/powering vehicle towed by another.

**Q4. What waste(s) do you commonly bring to the Household Recycling Centre?** (Please tick one box per row)

	<i>Mostly</i>	<i>Sometimes</i>	<i>Never</i>
Green garden waste	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Appliances	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wood	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Old furniture	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Soil and rubble	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Building and DIY waste	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other waste(s)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Q5. Do you agree with restricting commercial type vehicles and trailers?** (Please tick one box)

- Yes
  No
  Don't know/No opinion

**Q6. Are you aware that a Commercial Vehicle and Trailer permit scheme (CVT)\*\* is in operation on all sites?** (Please tick one box)

- Yes
  No

\*\* The Commercial Vehicle and Trailer (CVT) permit scheme is in operation to prevent the use of sites by traders disposing of their business waste, at a cost to the council tax payers of Herefordshire. Permits must be presented to site staff upon entry and each permit allows one visit. Permits will be retained by site staff upon entry. All CVT permits are only valid for the vehicle(s) described. Permits are non-transferable. Households within Herefordshire are able to apply for up to 12 permits per year, running from April to March. Applications can be made online at [www.letswasteless.com/cms/recycling-centres/cvt-permits-new.aspx](http://www.letswasteless.com/cms/recycling-centres/cvt-permits-new.aspx)

**Q7. How effective do you think the permit scheme is?** (Please tick one box)

- Effective
  Neither
  Ineffective
  Don't know

**Q8. What effect, if any, do you think these restrictions have had on:** (Please tick one box per row)

	<i>Positive change</i>	<i>No change</i>	<i>Negative change</i>	<i>Don't know</i>
Illegal disposal of trade waste	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Congestion/Waiting time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your visit to site	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Q9. How effectively do you think the sites are managed?** (Please tick one box)

- Effectively
  Neither
  Ineffectively
  Don't know

**Q10. Finally, is there anything you would like to add?**

**Thank you for completing the questionnaire.**