

Agenda

Overview and Scrutiny Performance Board

Thursday, 21 April 2016, 10.00 am
County Hall, Worcester

All County Councillors are invited to attend and participate

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বাংলা। আপনি যদি এই দলিলের বিষয়বস্তু বুঝতে না পারেন এবং আপনার জন্য অনুবাদ করার মত পরিচিত কেউ না থাকলে, অনুগ্রহ করে সাহায্যের জন্য 01905 765765 নম্বরে যোগাযোগ করুন। (Bengali)

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اردو۔ اگر آپ اس دستاویز کی مشمولات کو سمجھنے سے قاصر ہیں اور کسی ایسے شخص تک آپ کی رسائی نہیں ہے جو آپ کے لئے اس کا ترجمہ کرسکے تو، براہ کرم مدد کے لئے 01905 765765 پر رابطہ کریں۔ (Urdu)

(Kurdish) کوردی سۆزانی. ننگۆر ناتۆانی تێبێگهی له ناوچۆرۆکی نهم بۆلگهی و دهستت به ههچ کس ناکات که وهیگۆرێتۆوه بۆت، تکلیه تملظۆن بکه بۆ ژمارهی 01905 765765 و داوای رینۆینی بکه (Kurdish)

ਪੰਜਾਬੀ। ਜੇ ਤੁਸੀਂ ਇਸ ਦਸਤਾਵੇਜ਼ ਦਾ ਸਮਝਨ ਸਮਝ ਨਹੀਂ ਸਕਦੇ ਅਤੇ ਕਿਸੇ ਅਜਿਹੇ ਵਿਅਕਤੀ ਤੱਕ ਪਹੁੰਚ ਨਹੀਂ ਹੈ, ਜੋ ਇਸਦਾ ਤੁਹਾਡੇ ਲਈ ਅਨੁਵਾਦ ਕਰ ਸਕੇ, ਤਾਂ ਕਿਰਪਾ ਕਰਕੇ ਮਦਦ ਲਈ 01905 765765 'ਤੇ ਫ਼ੋਨ ਕਰੋ। (Punjabi)

DISCLOSING INTERESTS

There are now 2 types of interests:
'Disclosable pecuniary interests' and **'other disclosable interests'**

WHAT IS A 'DISCLOSABLE PECUNIARY INTEREST' (DPI)?

- Any **employment**, office, trade or vocation carried on for profit or gain
- **Sponsorship** by a 3rd party of your member or election expenses
- Any **contract** for goods, services or works between the Council and you, a firm where you are a partner/director, or company in which you hold shares
- Interests in **land** in Worcestershire (including licence to occupy for a month or longer)
- **Shares** etc (with either a total nominal value above £25,000 or 1% of the total issued share capital) in companies with a place of business or land in Worcestershire.

NB Your DPIs include the interests of your spouse/partner as well as you

WHAT MUST I DO WITH A DPI?

- **Register** it within 28 days and
- **Declare** it where you have a DPI in a matter at a particular meeting
 - you must **not participate** and you **must withdraw**.

NB It is a criminal offence to participate in matters in which you have a DPI

WHAT ABOUT 'OTHER DISCLOSABLE INTERESTS'?

- No need to register them but
- You must **declare** them at a particular meeting where:
You/your family/person or body with whom you are associated have a **pecuniary interest** in or **close connection** with the matter under discussion.

WHAT ABOUT MEMBERSHIP OF ANOTHER AUTHORITY OR PUBLIC BODY?

You will not normally even need to declare this as an interest. The only exception is where the conflict of interest is so significant it is seen as likely to prejudice your judgement of the public interest.

DO I HAVE TO WITHDRAW IF I HAVE A DISCLOSABLE INTEREST WHICH ISN'T A DPI?

Not normally. You must withdraw only if it:

- affects your **pecuniary interests OR** relates to a **planning or regulatory** matter
- **AND** it is seen as likely to **prejudice your judgement** of the public interest.

DON'T FORGET

- If you have a disclosable interest at a meeting you must **disclose both its existence and nature** – 'as noted/recorded' is insufficient
- **Declarations must relate to specific business** on the agenda
 - General scattergun declarations are not needed and achieve little
- Breaches of most of the **DPI provisions** are now **criminal offences** which may be referred to the police which can on conviction by a court lead to fines up to £5,000 and disqualification up to 5 years
- Formal **dispensation** in respect of interests can be sought in appropriate cases.

Overview and Scrutiny Performance Board

Thursday, 21 April 2016, 10.00 am, County Hall, Worcester

Membership

Councillors:

Mr R M Udall (Chairman), Mrs E A Eyre (Vice Chairman), Mr C J Bloore, Ms L R Duffy, Mr A C Roberts, Mr C B Taylor, Mr P A Tuthill and Mr T A L Wells

Co-opted Church Representatives (for education matters)

Bryan Allbut (Church of England) and Francis Mohan (Roman Catholic)

Parent Governor Representatives (for education matters)

Ms C Richardson ((Parent Governor)) and Vacancy (Secondary)

Agenda

Item No	Subject	Page No
1	Apologies and Welcome	
2	Declaration of Interest and of any Party Whip	
3	Public Participation Members of the public wishing to take part should notify the Head of Legal and Democratic Services in writing or by e-mail indicating the nature and content of their proposed participation no later than 9.00am on the working day before the meeting (in this case XX xxx). Enquiries can be made through the telephone number/e-mail address below.	
4	Confirmation of the Minutes of the Previous Meeting (previously circulated)	
5	Discussion with New Leader	1 - 2
6	Overview & Scrutiny Work Programme 2016/17	3 - 8
7	Member Update and Cabinet Forward Plan	9 - 18

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Email: worcestershirehub@worcestershire.gov.uk

To obtain further information or hard copies of this agenda, please contact Alyson Grice (01905 844962)/Samantha Morris 01905 844963 email: scrutiny@worcestershire.gov.uk

All the above reports and supporting information can be accessed via the Council's website at <http://www.worcestershire.gov.uk/cms/democratic-services/minutes-and-agenda.aspx>

Date of Issue: Wednesday, 13 April 2016

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OVERVIEW AND SCRUTINY PERFORMANCE BOARD 21 APRIL 2016

DISCUSSION WITH THE NEW LEADER

Summary

1. Simon Geraghty, the New Leader of the Council (with effect from 14 January 2016), Anthony Blagg, the New Deputy Leader and Clare Marchant, Chief Executive have been invited to the meeting.
2. As the Leader is new in post, it seems timely to discuss his focus since being appointed to the position, the process for reviewing the current Corporate Plan (which runs until 2017) and the challenges ahead for the County Council.
3. In addition, there will be the opportunity to discuss any suggestions for the 2016/17 Work Programme.

Purpose of the Meeting

4. The Board is asked in light of the discussion to consider whether it has any comments or suggestions to make.

Contact Points

County Council Contact Points

County Council: 01905 763763

Worcestershire Hub: 01905 765765

Email: worcestershirehub@worcestershire.gov.uk

Specific Contact Points for this report

Alyson Grice/Samantha Morris, Overview and Scrutiny Officers,
Commercial and Change Directorate (01905 844962/844963)

Email: scrutiny@worcestershire.gov.uk

Background Papers

In the opinion of the proper officer (in this case the Head of Legal and Democratic Services) there are no background papers relating to the subject matter of this report:

All Council Agenda's and Minutes are available on the Council's website at:

<http://www.worcestershire.gov.uk/cms/democratic-services/minutes-and-agendas.aspx>

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OVERVIEW AND SCRUTINY PERFORMANCE BOARD 21 APRIL 2016

OVERVIEW & SCRUTINY WORK PROGRAMME 2016/17

Summary

1. The Overview and Scrutiny Performance Board (OSPB) is asked to:
 - (a) Review the programme undertaken to develop proposals for the 2016/17 Work Programme;
 - (b) Consider the suggested Work Programme topics for 2016/17 from the Chairman and Vice-Chairman of OSPB;
 - (c) Decide upon Work Programme proposals to put to Full Council for consideration;
 - (d) Consider how the Work Programme can be further developed throughout the year in order to ensure that it is responsive to the voice and concern of the people of Worcestershire; and
 - (e) Consider lessons learnt from the Work Programme consultation exercise.

Background

2. Effective work programming is the bedrock of an effective scrutiny function. Done well, it can help to lay the foundations for targeted, incisive and timely work on issues of local importance, where scrutiny can add value. Done badly, scrutiny can end up wasting time and resources on issues where the impact of any work done is likely to be minimal.
3. Worcestershire County Council has a rolling annual Work Programme for its Overview and Scrutiny function, the Work Programme is developed by taking into account the results of the annual Work Programme consultation exercise, the views of the budget scrutiny process, and by prioritising work using scrutiny feasibility criteria in order to ensure that Work Programme topics are selected objectively and that the 'added value' of a review is considered right from the very beginning.

Developing the 2016/17 Work Programme

4. Overview and Scrutiny is a Member-led function and it is important that Members are involved in every stage of development of the Work Programme.
5. The Work Programme consultation exercise for 2016/17 involved consideration of the following:
 - a) Items from 2015/16 Work Programme that were not completed or require follow up
 - b) outcomes of the Budget Scrutiny 2015/16 process
 - c) views of Members as community champions
 - d) views of the Executive

- e) views of officers
- f) views of stakeholders and partners
- g) views of the public.

What Consultation to develop the Work Programmes took place?

6. Each Overview and Scrutiny Panel and Committee had an item at its previous meeting (with the exception of Environment and Economy who had their March meeting cancelled) to discuss and make suggestions for items to be included in the Work Programmes from a Panel/Committee perspective. A series of suggestions were made through this process.
7. The Leader of Council consulted with his Cabinet members as part of the consultation exercise in order to develop suggestions for the scrutiny Work Programmes from a Cabinet perspective. A series of suggestions were made by the Cabinet.
8. County Councillors were contacted directly by the Scrutiny Unit as part of the consultation exercise asking for suggestions from a Divisional Councillor perspective; a number of suggestions were made through this process.
9. The Chief Executive consulted with the Strategic Leadership Team as part of the consultation process and provided a series of suggestions.
10. The central part of the consultation exercise was the creation of a webpage where anyone wishing to make suggestions for the scrutiny Work Programme could go and make them. The web page asked if you were a County Councillor, Council Officer, Partner, Business or member of the Public and then invited you to make suggestions based around the current 4 Council Priority areas of:
 - Open for Business
 - Children and Families
 - The Environment
 - Health and Wellbeing
11. The online survey did allow other suggestions to be received outside of the Council priority areas.
12. The survey was promoted in a number of ways to try and draw attention to the consultation exercise and increase the number of surveys completed. The survey was promoted by:
 - Email out to all Parish Councils
 - Email out to all Partner agencies and groups, including health partners, Local Enterprise Partnership and other business groups, and the Voluntary and Community Sector
 - Email out to Viewpoint Public Panel
 - Item in Councillor Newsletter, 3 e-mails to all County Councillors and request to Group Leaders to encourage members to complete the survey
 - Advertised via Council Twitter feed
 - Advertised on Council Facebook page
 - Radio interview with Chairman and Vice-Chairman of OSPB with Signal 107 Radio

- Media event with Chairman and Vice-Chairman of OSPB with the Worcester News
- SID news feature
- Directorate emails to Heads of Service (to encourage staff to complete the survey)

Chairman and Vice-Chairman Proposal

13. In order to assist OSPB in agreeing Work Programmes to be put to Full Council for approval the Chairman and Vice Chairman of OSPB met on the 13 April to consider every suggestion made as part of the Work Programme consultation exercise. At this meeting they used the Scrutiny suggestion criteria to score every suggestion in order to identify a list of priority Work Programme topics for each Overview and Scrutiny Panel/Committee.
14. The criteria that was used and scoring that applied was as follows:
- Is the issue a priority area for the Council? (2 points)
 - Is it a key issue for local people? (4 points)
 - Will the scrutiny have a clear impact on services? (3 points)
 - Are improvements for local people likely as a result?(3 points)
 - Does it examine a poorly performing service? (2 points)
 - Has it been prompted by new Government guidance or legislation? (2 points)
 - Will it result in improvements to the way the Council operates? (4 points)
15. The scoring system applied to the criteria has been set to encourage higher scores to suggestions that reflect the concerns of the public and service users and that can genuinely lead to service improvements and outcomes.
16. At the meeting on the 13 April, the Chairman and Vice-Chairman scored every suggestion in order to provide a suggested priority list for each Overview and Scrutiny Panel/Committee which is attached at **APPENDIX 1.**
17. The purpose of this suggested priority list is to provide guidance and assistance to OSPB when it considers the Work Programme suggestions to be put to Full Council.
18. Attached at **APPENDIX 2** is a full list of all suggestions received and considered with the scrutiny criteria scoring.
19. When determining suggestions to include in the proposal the Chairman and Vice-Chairman also took into account issues that were included in the 2015/16 Work Programmes that had not been reviewed and suggestions from the 2016/17 Budget Scrutiny Challenge Group.

Future Work Programme Development

20. The Overview and Scrutiny Work Programmes should be rolling documents that are capable of responding to new issues of concern arising at any time throughout the year; it is therefore recommended that OSPB looks for additional opportunities to consult on Work Programme content throughout the year.

21. There is a County Council Roadshow scheduled for June 2016, it is suggested that OSPB seek to include Overview and Scrutiny content in this roadshow.
22. It is suggested that OSPB considers how it can best consult with the public and others on the Work Programme and on work that it is undertaking.

Lessons Learnt from Consultation Exercise

23. Given the short period of time and low cost of the consultation that has been undertaken the response rate has been encouraging.
24. The response level from individual County Councillors has been less encouraging, perhaps a reason for this is confusion over the forum in which they have been asked for suggestions. Members may have contributed by providing suggestions under the individual Panel discussions or through the Cabinet discussion. They may then have felt that they had contributed and as a result did not complete the request made to Councillors as individual Divisional Councillors.
25. The response rate from County Council Officers was also low; this could be down to them not being aware of the online survey and of what Overview and Scrutiny is.

26. Deciding upon a Work Programme - Guidance

27. When deciding upon what to include in the various Overview and Scrutiny work programmes Members are advised to take into account the criteria scoring that has been assigned to suggestions by the Chairman and Vice-Chairman of OSPB.
28. Similarly the Board may wish to consider the following criteria in identifying issues and topics that are **not** suitable for inclusion in the Work Programme:
 - The issue is already being examined by another body.
 - The matter relates to a specific case falling within the complaints procedure.
 - The issue relates to an individual disciplinary matter or grievance
29. Finally, in determining a Work Programme it is important for Members to:
 - Ensure that the Work Programme includes a balance of different types of work, including short-, medium- and long-term reviews. Issues could be considered at single meetings, or may need to be the subject of a longer term, more in-depth scrutiny review;
 - Have regard to the ongoing work of the OSPB and scrutiny panels, including performance monitoring, budget scrutiny, crime and disorder scrutiny and consideration of the Corporate Plan;
 - Ensure that the OSPB and panels retain sufficient capacity to respond to issues that may crop up unexpectedly within the year, including call-ins;
 - Take into account the resources available to support scrutiny.

Purpose of the Meeting

30. The Overview and Scrutiny Performance Board (OSPB) is asked to:

- (a) Review the programme undertaken to develop proposals for the 2016/17 Work Programme;
- (b) Consider the suggested Work Programme topics for 2016/17 from the Chairman and Vice-Chairman of OSPB;
- (c) Decide upon Work Programme proposals to put to Full Council for consideration;
- (d) Consider how the Work Programme can be further developed throughout the year in order to ensure that it is responsive to the voice and concern of the people of Worcestershire; and
- (e) Consider lessons learnt from the Work Programme consultation exercise.

Supporting Information

Appendix 1: Scrutiny Priority List for each Overview & Scrutiny Panel/Committee (To Follow)

Appendix 2: Full list of suggestions received and considered (circulated to Members of Board and available on the Council's website here (To Follow)

Contact Points

County Council Contact Points

County Council: 01905 763763

Worcestershire Hub: 01905 765765

Email: worcestershirehub@worcestershire.gov.uk

Specific Contact Points for this report

Alyson Grice and Samantha Morris, Overview and Scrutiny Officers, 01905

844962/844963, scrutiny@worcestershire.gov.uk

Background Papers

In the opinion of the proper officer (in this case the Head of Legal and Democratic Services) the following are the background papers relating to the subject matter of this report:

- Agenda and minutes of the OSPB meetings held throughout 2015/16
- Agenda and minutes of Council meeting held on 14 May 2015
- [All agendas and minutes are available on the Council's website here.](#)

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OVERVIEW AND SCRUTINY PERFORMANCE BOARD 21 APRIL 2016

MEMBER UPDATE AND CABINET FORWARD PLAN

Summary

1. The Overview and Scrutiny Performance Board (OSPB) is asked to:
 - (a) Receive an update on emerging issues and developments within the particular remit of each member of the OSPB, including an update on each Overview and Scrutiny Panel and Task Group;
 - (b) Consider the Council's latest Forward Plan in order to identify:
 - any items it would wish to consider further at a future meeting; and
 - any items it would wish to refer to the relevant Overview and Scrutiny Panel for further consideration.
 - (c) Consider the update on the Integrated Health and Social Care Scrutiny Proposal.
 - (d) Consider the update provided in relation to the Bus Transport Review

Member Updates

2. In order to ensure that Members of the OSPB are fully informed about issues relating to scrutiny in Worcestershire, communication between Members is essential. To assist in this, it has been agreed that an item will be placed periodically on the OSPB agenda to enable each member to feed back on emerging issues and developments within their remit. This will also provide an opportunity to highlight possible future agenda items. Regard for the Council's statutory requirements in relation to access to information will be critical.

3. Board Members' areas of responsibility are as follows:

- Adult Care and Well-Being Overview and Scrutiny Panel – Tom Wells
- Children and Families Overview and Scrutiny Panel – Lynne Duffy
- Economy and Environment Overview and Scrutiny Panel – Paul Tuthill
- Corporate and Communities Overview and Scrutiny Panel – Kit Taylor
- Health Overview and Scrutiny Committee (HOSC) – Andy Roberts
- Crime and Disorder – Chris Bloore
- Quality Assurance – Liz Eyre

4. As part of their role, it was agreed by the Strategic Leadership Team (SLT) that scrutiny lead members should receive regular briefings from the Directorates they are shadowing. These briefings, alongside the Forward Plan (see below), can be used to help identify any emerging issues that may be appropriate for future scrutiny. Recognising that work across the County Council is of interest and value to all OSPB members, the notes from these briefings (where produced) are available to all members electronically.

5. Members may also be leading scrutiny task groups. It will be important for the OSPB to be aware of how each scrutiny is developing so that they can fully consider the final report.

6. Overview and Scrutiny Panel Chairmen are asked to feedback on:

- progress on the work of their Panels and any scrutiny task groups they are leading;
- key issues from the Directorate that may be appropriate for future scrutiny;
- performance information they have queries or concerns about;
- items in the Forward Plan which they consider may be possible issues to scrutinise; and
- any other issue which they feel is relevant/of interest to the OSPB.

Cabinet Forward Plan

7. Part of the remit of the OSPB and the four overview and scrutiny panels is to undertake pre-decision scrutiny, in particular in relation to issues to be considered at Cabinet or by individual Cabinet Members.

8. Accordingly, on 10 September 2009 the OSPB agreed that consideration of the Council's Forward Plan should be included as a standing item on OSPB agendas.

9. The Forward Plan is now a rolling electronic document. The latest edition of the Forward Plan available was 13 April 2016 (the date of publication of this Agenda) and is attached at Appendix 1.

10. For information, the currently programmed meetings of the Cabinet are:

19 May 2016
16 June 2016
21 July 2016

11. The Board is asked to consider the Council's latest Forward Plan in order to identify:

- Any items that it would wish to consider further at a future meeting;
- Any items that it would wish to refer to the relevant overview and scrutiny panel for further consideration.

12. The OSPB agreed to use a set of criteria (listed below) to help determine its scrutiny programme. A topic does not need to meet all of these criteria in order to be scrutinised, but they are intended as a guide for prioritisation.

- Is the issue a priority area for the Council?
- Is it a key issue for local people?
- Will it be practicable to implement the outcomes of the scrutiny?
- Are improvements for local people likely?
- Does it examine a poor performing service?

- Will it result in improvements to the way the Council operates?
- Is it related to new Government guidance or legislation?

Scrutiny Proposal - Integrated Health and Social Care

13. Integrated health and social care is part of the current Scrutiny Work Programme, and in December 2015 the OSPB approved a proposal for scrutiny which focused on the Integrated Recovery Programme.
14. However, ongoing changes in the arrangements and standards of integration of health (adult care integrated recovery) are such that a scrutiny exercise is not the most effective way to consider the issue at present and would not be the best use of limited scrutiny resources.
15. It is recommended that the scrutiny exercise is revised to allow a greater focus to be placed on emerging issues (detail attached at Appendix 2). in particular:
 - Any substantial changes proposed as a result of the review of integrated recovery beds being considered by the Health and Wellbeing Board, which emanated from the study of the Worcestershire Systems Resilience Group (2014), and must be considered under the Health Overview and Scrutiny Committee (HOSC) remit.
 - The relevant recommendations of Lord Carter's Report¹ on hospital productivity, which should be considered by HOSC as and when appropriate.

Scrutiny – Bus Transport Review

16. At its meeting on 24 February 2016, the Board agreed that the Chairman of OSPB, Adult Care and Well-being Overview and Scrutiny Panel and Economy and Environment Overview and Scrutiny Committee would examine urgently the potential impact of bus contracts being re-tendered in April and report back the findings to the OSPB.
17. The Board is asked to consider and comment on the update provided.

Supporting Information

Appendix 1: Forward Plan (as at 12 April 2016)

Appendix 2: Integrated Health and Social Care Scrutiny Proposal (to follow)

Contact Points

County Council Contact Points

County Council: 01905 763763

Worcestershire Hub: 01905 765765

¹ Operational productivity and performance in English NHS acute hospitals: unwarranted variations', is Lord Carter's independent report, commissioned by the Department of Health to review efficiency in hospitals and how large savings can be made by the NHS.

Email: worcestershirehub@worcestershire.gov.uk

Specific Contact Points for this report

Alyson Grice/Samantha Morris, Overview and Scrutiny Officers,
Commercial and Change Directorate (01905 844962/844963)

Email: scrutiny@worcestershire.gov.uk

Background Papers

In the opinion of the proper officer (in this case the Head of Legal and Democratic Services) the following are the background papers relating to the subject matter of this report:

Agenda and Minutes of the Overview and Scrutiny Performance Board, 10 September 2009, 27 June 2013, 17 July 2013, 25 September 2013 and 23 September 2015.

all of which are available on the Council's website at:

<http://www.worcestershire.gov.uk/cms/democratic-services/minutes-and-agendas.aspx>

FORWARD PLAN

FORMAL NOTICE OF KEY DECISIONS TO BE TAKEN BY, AND PRIVATE MEETINGS OF, CABINET (OR OTHER EXECUTIVE DECISION-MAKING BODY OR PERSON)

Forward Plan	Expected Date of Decision	Page No.
<u>Sexual Health Tender Service Specification</u> Key Decision – <i>Cabinet Member Decision</i>	3 May 2016	4
<u>Resources Report</u> Potentially Key Decision	19 May 2016	5
<u>Worcestershire Parkway Regional Interchange – Approval to Award the Design and Build Contract</u> Key Decision	16 June 2016	6
<u>Balanced Scorecard and Corporate Risk Update – Quarter 4 2015/16 Performance Report</u>	21 July 2016	7
<u>Changing the Hosting Arrangements for the Shared Museum Service</u> New Entry – Potentially Key Decision	21 July 2016	8
<u>'Called In' Decisions or Scrutiny Reports</u> Potentially Key Decision	Within the plan period	9
<u>Notices of Motion</u> Potentially Key Decision	Within the plan period	10

All entries will be for decision by Cabinet unless otherwise indicated

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Integrated Health and Social Care Scrutiny Proposal: Integrated Recovery Programme

Summary

1. Integrated health and social care is part of the current scrutiny work programme, and in December 2015 the OSPB approved a proposal for scrutiny which focused on the Integrated Recovery Programme.
2. However, ongoing changes in the arrangements and standards of integration of health (adult care integrated recovery) are such that a scrutiny exercise is not the most effective way to consider the issue at present and would not be the best use of limited scrutiny resources.
3. It is recommended that the scrutiny exercise is revised to allow a greater focus to be placed on emerging issues in particular:
 - Any substantial changes proposed as a result of the review of integrated recovery beds being considered by the Health and Wellbeing Board, which emanated from the study of the Worcestershire Systems Resilience Group (2014), and must be considered under the Health Overview and Scrutiny Committee (HOSC) remit.
 - The relevant recommendations of Lord Carter's Report¹ on hospital productivity, which should be considered by HOSC as and when appropriate.

Background

4. The Integrated Recovery programme is a joint programme of work involving the county's Clinical Commissioning Groups and Worcestershire County Council and consists of a series of commissioning projects that aim to work towards greater integration of health and social care for older people – particularly who need support to regain their independence following a crisis at home or admission to hospital.
5. The programme is developing rapidly across Worcestershire, with increasing emphasis on commissioning and delivering health and social care recovery services in a more joined up way. To date, work has focussed on services which support people in their own homes and bed based care, currently provided within Resource Centres, Community Hospitals and Care Homes. In November 2015 the Health and Wellbeing Board (H&WBB) agreed a timetable for reviewing and re-commissioning non-acute recovery beds by October 2016, in order to secure improved service user outcomes and improved efficiency. More recently, as part of the Programme, a procurement exercise has recently concluded which secures a new provider for the Timberdine Community Unit (a service previously provided by WCC, prior to the council confirming its intention to move to a commissioning only authority)

¹ Operational productivity and performance in English NHS acute hospitals: unwarranted variations', is Lord Carter's independent report, commissioned by the Department of Health to review efficiency in hospitals and how large savings can be made by the NHS.

6. Nationally, a report by Labour peer Lord Carter, commissioned by the Department of Health, on operational productivity and performance in English NHS acute hospitals (February 2016) has touched on many of the key issues, including factors which effect the timely discharge or transfer of people following an acute hospital admission. The report is available on the Department of Health's website [here](#)
7. The Council is committed to greater integration of health and social care, to develop better co-ordinated, streamlined and effective services around the needs of patients, their families and carers. Integration of health and social care is a huge and complex area across multiple organisations and services, and based on the principle of co-production, includes work on new models of care, patient flow, joined up assessment and case management, inter-operability of IT systems and an emphasis on self-care with coordinated, multidisciplinary, proactive support and intervention.

Health and Wellbeing Board - Commissioning of Recovery Beds

8. At its meeting on 3 November 2015, the Board considered (agenda item 6). [Integrated Recovery Services in South Worcestershire; Commissioning of recovery beds](#)
9. It was reported that a review of current and required recovery bed capacity was undertaken during 2014 on behalf of the Worcestershire Systems Resilience Group (SRG) and the findings were presented to SRG in June 2015.
10. Details of the conclusions about the future requirements for recovery beds are set out in summary:
 - There are too many beds currently – this is estimated to be an excess is 85 beds by 2017/18.
 - The analysis shows that current beds are not always located in areas of highest demand, but reflect historical decisions around location of community hospitals and other inpatient facilities.
 - Currently, the length of stay in some facilities is longer than it needs to be for some people.
 - If length of stay is reduced for Step up beds and Pathway 2 **nursing** beds, the modelling suggests there will be sufficient capacity between the new single integrated community-based inpatient nursing and rehabilitation unit and the community hospitals.
 - The analysis shows a requirement for a small number (approximately 6) of Pathway 2 **residential** beds, as well as a continued need for Plaster of Paris beds.
 - The modelling demonstrated a continued requirement for Pathway 3 discharge to assess beds.
11. Considering options for how the beds might be commissioned in the future, the Board endorsed a timeline which included:
 - Decision on preferred configuration: January 2016
 - Notification to current providers: January 2016
 - If required, tender issued: February 2016
 - If required, contract(s) awarded: August 2016

- Revised services to start: October 2016.

Note to members, for information - Lord Carter's Report

12. Lord Carter published a Government Report in February 2016 in which it was highlighted that delays in discharging patients out of hospital after treatment could be costing the NHS in England £900m a year.
13. It was reported that nationally nearly 1 in 10 beds was taken by someone medically fit to be released. However, delayed discharges are likely to prove an intractable problem, as it is largely not down to the actions of hospitals. Vulnerable and frail patients cannot be released if there is not the support in the community from home care workers or district nursing staff or a place in a care home.

The Carter recommendations also included reference to the following:

- (i) The Department of Health, NHS England and NHS Improvement should work with local government representatives, to provide a strategy for trusts to ensure that patient care is focussed equally upon their recovery and how they can leave acute hospitals beds, or transfer to a suitable step down facility as soon as their clinical needs allow so they are cared for in the appropriate setting for themselves, their families and their carers;
- (ii) NHS England and NHS Improvement should work with trust boards to identify where there are quality and efficiency opportunities for better collaboration and coordination of their clinical services across their local health economies, so that they can better meet the clinical needs of the local community;
- (iii) All acute trusts should make preparations to implement the recommendations of this report by the dates indicated, so that productivity and efficiency improvement plans for each year until 2020/21 can be expeditiously achieved; and
- (iv) NHS Improvement should develop the Model Hospital and the underlying metrics, to identify what good looks like, so that there is one source of data, benchmarks and good practice;
- (v) NHS Improvement should develop a national people strategy and implementation plan by October 2016 that sets a timetable for simplifying system structures, raising people management capacity, building greater engagement and creates an engaged and inclusive environment for all colleagues by significantly improving leadership capability from "ward to board", so that transformational change can be planned more effectively, managed and sustained in all trusts;
- (vi) NHS Improvement should develop and implement measures for analysing staff deployment during 2016, including metrics such as Care Hours Per Patient Day (CHPPD) and consultant job planning analysis, so that the right teams are in the right place at the right time collaborating to deliver high quality, efficient patient care;
- (vii) All trusts should have the key digital information systems in place, fully integrated and utilised by October 2018, and NHS Improvement should ensure this happens through the use of 'meaningful use' standards and incentives;
- (viii) Trusts should, through a Hospital Pharmacy Transformation Programme, develop plans by April 2017 to ensure hospital pharmacies achieve their benchmarks such as increasing pharmacist prescribers, e-prescribing and administration, accurate cost coding of medicines and consolidating stock-holding by April 2020, in agreement with NHS Improvement and NHS England so that their pharmacists

and clinical pharmacy technicians spend more time on patient-facing medicines optimisation activities;

- (ix) Trusts should ensure their pathology and imaging departments achieve their benchmarks as agreed with NHS Improvement by April 2017, so that there is a consistent approach to the quality and cost of diagnostic services across the NHS. If benchmarks for pathology are unlikely to be achieved, trusts should have agreed plans for consolidation with, or outsourcing to, other providers by January 2017

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